

Determinants of Capital Structure of Mobile Phone Operators Companies in India

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Abstract: The purpose of this paper is to assess and explain the determinants' impact on capital structure of Indian mobile phone operators companies (10 companies) during the period 2005-2016. This paper reviews two different classical capital structure theories, namely trade off theory and pecking order theory, to formulate testable proposition concerning the determinants of capital structure of Indian mobile phone operators companies. Multiple regressions used for analysis of determinants of capital structure. Capital structure is one of the pillars of corporate competitive advantages. Knowing which determinants have the potential to influence capital structure can be essential to maximizing shareholders wealth and minimizing the cost of capital.

Key Words: Capital structure, financial leverage, Equity capital, and Borrowings.

Introduction: The capital structure decision is most important for any organization to maximize returns. The impact of this decision affects firm's ability to deal with its competitors. The capital structure of a firm is a mix of different securities. In general, a firm can choose among many alternative capital structures. It can issue a large amount of debt or very little debt. It can arrange lease financing, use warrants, issue convertible bonds, forward contract or trade bond swaps. It can issue dozens of distinct securities in countless combinations however; it attempts to find the particular combination that maximizes its market value. A number of theories have been advanced in explaining the capital structure of firms. Despite the theoretical appeal of capital structure, researchers in financial management have not found the optimal capital structure.

The best that academicians and practitioners have been able to achieve are prescriptions that satisfy short-term goals. For example, the lack of a consensus about what would qualify as optimal capital structure has necessitated the need for this research. A better understanding

of the issues at hand requires a look at the concept of capital structure and its effect on firm profitability.

The two major sources of finance for a firm are debt and equity. Firm choose what should be the proportion of equity and debt in the capital structure of a firm? Put differently how much financial leverage should a firm use? The selection of a firm's capital structure is a marketing problem. It is basically concerned with how the firm determines to divide its cash flows into two broad elements, a fixed element that is earmarked to meet the obligation toward debt capital and a balance element that belongs to equity shareholders. Since the goal of financial management is to maximize shareholders' wealth, the keystone issue is: what is the relationship between capital structure and firm value? Instead, what is the relationship between capital structure and cost of capital? The firm's value and cost of capital are inversely related. A certain level of earning, the value of the firm is maximized when the cost of capital is minimized.

There are different views on how capital structure influence firm's value. Some indicate that there is no relationship whatsoever between capital structure and firm value; others conceive that use of debt capital has a positive effect on firm value up to a point and negative effect thereafter; still others contend that, other things being equal, greater the leverage, greater the value of the firm.

Literature Review: Review of literature has been made to find out the prevalent research gap and to indentify the major problems in present scenario. This chapter provides a survey of related study arranged logically at international and national level. A number of research studies have been conducted regarding the choice of capital structure, i.e., debt and equity mix in the total capitalization of a firm. Recent study conducted by Babu and Jain (1998) it has been found that the corporate firms in India are showing almost an equal preference to debt and equity in designing their capital structure. The theoretical review of literature on the different theories developed on capital structure is provided. This is simply a summary of the main line presented in the last fifty years. It should be considered as a complete survey report.

Trade-Off Theory

The classical explanation of the proposition goes back to Kraus & Litzenberger (1973). They proposed that an optimal capital structure can be achieved by equilibrium between the tax saving benefits of debt and the dead – weight cost of bankruptcy. Increasing the proportion of

debt in the financing mix results in tax advantages and hence debt becomes a cheaper source of fund than equity, but at the same time it results in increase in cost of financial distress, and agency cost of debt. According to this theory, although the interest payments on debt provide with the required tax shield, a company needs to balance the costs i.e cost of financial distress, agency cost, and the benefits of debt (tax deductibility) while deciding the level of debt in its capital structure. According to Myers (1984) there exists a static trade – off framework, in which the firm is viewed as setting a target debt to value ratio and gradually moving towards it, in much the same way that a firm adjusts dividends to move towards a target payout ratio.

Pecking Order Theory

Trade-Off theory is said to be a competitor theory to the Pecking Order Theory. The proposition of Pecking Order Theory can be traced back to the year 1961 when Gordon Donaldson pointed out that firms follow a particular sequence of financing. They use internally generated cash flow as principal source of long-term financing. If the firm has insufficient cash flow from internal sources, it resorts to debt financing and as a last option a firm will use externally generated funds, i.e. equity funds. Myers (1984) extended the work of Gordon Donaldson (1961) by applying the term “pecking order” to Gordon Donaldson’s description of firms’ sequence of financing. They considered their theory as, ‘Modified Pecking Order Theory’, and stated that companies prioritize. Sources of financing from internal financing to debt and finally to equity and prefer to raise equity as a financing means of last resort. Their modified Pecking Order Theory was based on the concept of asymmetric information and recognized the costs of financial distress. Their theory also assumed that firms follow sticky dividend policies which mean companies set absolute dividends and stick with those dividends through good times and bad. In their modified Pecking Order Theory, Myers (1984) stated that firms set out target used the term ‘financial slack’, which means firms try to maintain and create financial slack in the form of reserve borrowing power which can be used to issue safe debt if needed.

ALIU and Onimisi (2010) determined the debt-to-equity ratio of a firm as to how cash flows will be shared between debt holders and equity holders. In reality, capital structure of a firm is difficult to determine. Financial managers are difficult to exactly determine the optimal structure. The main objective of this study is to determine the effect of capital structure on the

performance of quoted Manufacturing firms in Nigeria. Simple regression was used as a tool of data analysis and the result revealed that, Leverage has significant effect on the performance of quoted Manufacturing firms in Nigeria showing that firm that has high profitability and good performance had less debt.

Lingesiya and Premkanth (2011) examine the relationship between capital structure and the financial performance of manufacturing sector of Sri Lanka, by using panel data extracted from the financial statements of the companies listed on the Colombo Stock Exchange. The rationale behind the industry specific analysis was the fact that exogenous variables appear to force firms in the same industry in similar fashion, thus leading to the existence of an industry specific capital structure. Firms' financial performance was measured in terms of accounting profitability by Return on Equity (ROE). Panel data were analyzed using Ordinary Least Squares (OLS) as a method of estimation. It was found that first there was no significant relationship between the short-term debt and profitability, second negative relationship between long-term debt and flexibility and finally total debt had significant negative relationship with firms' financial performance, which tends to sport the dominant pecking order theory. The outcomes of the study may guide entrepreneurs, loan-creditors and policy planners to formulate better policy decisions with respect to the mix of debt and equity capital and to exercise control over capital structure planning and thereby to control and reduce bankruptcy costs.

Susan Coleman Alicia Robb, (2012) examined the initial financing strategies of new firms. This study uses data from the Kauffman firm survey, a longitudinal data set of over 4,000 firms in the USA. Descriptive statistics and multivariate results are provided. Findings reveal that new technology-based firms demonstrate different financing patterns than firms that are not technology-based. Practical implications Technology-based entrepreneurs need external sources of equity, in particular, in order to launch and grow their firms. The purpose of this paper is to explore the extent to which various theories of capital structure “fit” in the case of new technology-based firms.

Santanu K. Ganguli, (2013) analyzed grounded on agency theory, in the present paper we have put forward an argument as regards the likely relation between ownership structure and capital structure. Simultaneity between capital structure and ownership structure is checked through Hausman specification test on endogeneity. Fixed effect panel regression model is

used to analyze five years of data (2005-2009) on the sample units, to find the relation between leverage and ownership structure after controlling for profitability, risk, tangibility, growth and size. The purpose of this paper is to theoretically argue and empirically investigate how ownership structure impacts the capital structure of the listed mid-cap companies in India and whether the capital structure as exogenous variable has a role in determining ownership structure as well.

Nikolaos Daskalakis Nikolaos Eriotis Eleni Thanou Dimitrios Vasiliou, (2014) examined the small and medium enterprises. In this study examines hypothesis that the factors determining capital structure are different for firm belonging to different size groups. Panel data model used the dynamic concept of capital structure. During the last decade there has been a gradually increasing interest shown in the field of SMEs. These enterprises represent important parts of all economies in terms of both their total number and their job offer and job creation. For example, in the European Union (EU), in 2005, SMEs accounted for 99.8 percent of the total number of enterprises operating in EU-27, covering 66.7 of total employment in the non-financial business economy sector. The purpose of this paper is to add to the existing literature by examining a number of hypotheses relating to the capital structure decision in relation to the firms' size, namely by distinguishing among micro, small and medium firms.

Bader Alhashel, (2015) analyses the capital structure of firms when taxes are removed by analyzing firms in an emerging market, Kuwait, where personal and corporate taxation does not exist. Given such a finding and the positive effect of debt on firm value, there should be policies to facilitate bank lending and more efficient access to credit for firms. The leverage of firms in markets with no taxes is affected by the same leverage factors that affect firms where taxes are present. Non-tax benefits are economically significant and are almost 16 percent of firm value for the average leveraged firm. The purpose of this paper is to further the understanding of the non-tax benefits of debt. The paper provides an estimate of the size of the non-tax benefits of debt.

Chimwemwe Chipeta Chera Deressa, (2016) analyzed the firm and country specific determinants of capital structure for 412 non-financial firms in 12 Sub Saharan African countries. Panel data estimation techniques are carried out on a set of 412 firms from 12 countries within Sub-Saharan Africa. The results show that firm- and country-specific factors

play an important role in the choice of debt for firms in Sub-Saharan Africa. First, firm profitability is the most common significant predictor of capital structure for firms in Sub-Saharan Africa. The purpose of this paper is to examine the effects of firm- and country-specific factors on the dynamics of capital structure for a new data set of firms in Sub-Saharan Africa.

Methodology: Research methodology adopted in the study. In order to apply suitable and reliable technique for the analysis of data and to obtain reliable results it is necessary to grow scientific method of data collection. The research methodology and agenda of study is to study the determinants of capital structure of Indian mobile phone operator companies.

Sample Selection and Sampling Design

Telecommunication sector in India mobile operators companies are selecting for the study. Ten mobile operators companies are selecting on the basis of accessibility of data. The data used in the study relates to the companies listed in the Bombay Stock Exchange (BSE) and National Stock Exchange (NSE) and for which the data is accessible in the PROWESS database of Centre for Monitoring Indian Economy Private Limited (CMIE). The above data set, the study selected firms based on the criteria that the firm should have maintained its identity and reported its annual financial statements without any gap for the financial years 2005-06 to 2015-16. Screening for data consistency on the basis of this criterion led to the selection of 10 sample companies drawn from telecommunication industry.

TABLE 1: SELECTED LIST OF MOBILE OPERATORS COMPANIES

INDUSTRY	S. No	COMPANIES NAME
TELECOMMUNICATION	1	Aircel Cellular Ltd.
	2	Bharat Sanchar Nigam Ltd.
	3	Bharti Airtel Ltd.
	4	Idea Cellular Ltd.
	5	Mahanagar Telephone Nigam Ltd.
	6	Quadrant Televentures Ltd.
	7	Reliance Communication Ltd.
	8	Tata Teleservices Ltd.

	9	Telecommunications Consultants India Ltd.
	10	Vodafone India Ltd.

Source: CMIE PROWESS for the year 2005-06 to 2015-16.

Determinants of capital structure: The capital structure of a firm depends upon a large number of factors such as financial leverage or trading on equity, growth of the firm, nature and size of the firm the thought of retaining control, flexibility of capital structure, necessities of investors, and flotation cost of new securities, issue time, the legal requirement and corporate tax rate. It is not possible to position them because all such factors are of different significance and the influence of individual factors of a firm changes over a period of time. The macro variables of the economy of a country like taxation policy of government, inflation rate, capital market situation are the major external factors that the capital structure of a firm.

(a) *Size of the firm:* The static trade-off theory assumes a positive correlation between with firms' debt to equity capital ratio. The static trade-off theory assumes a positive correlation for example relatively large firms might be able to reduce the transaction cost connected with long term debt issuance. The pecking order theory assumes a negative result on the debt to capital ratio as the small firms have to pay much more when compared to the large firms which issuing new equity. Small firms consequently to be more leveraged. The determinants will be analyzed by the book value of total assets.

(b) *Tangibility:* An optimistic outcome is expected from the static trade-off theory when linking it to the debt to equity capital ratio due to collateral. Because, when firms are in control of relatively by high tangible assets than the lender's risk of distress agency costs that are diminished, as these assets can be used as collateral. The variable assets tangibility is calculated by dividing fixed assets divided by total assets.

(c) *Growth:* When firm used internal source of funds (retained earnings) to finance its assets resulting a firm growth rate is lower and when firm used external source of finance firm growth rate is high. The growth rate calculates percentage of change in total assets.

$$\text{Assets Growth} = \frac{\text{Current year assets} - \text{Previous year assets}}{\text{Current year assets}}$$

(d) *Profitability*: The rate of return determines the efficiency of capital employed. To an extent the highly profitable firms are capable to retain earnings and finance additional investment. Such firm can be likely to use less debt in their capital structure. Earnings before interest and taxes ratio scaled over invested capital is used as a sign of profitability.

(e) *Earning risk*: Earnings risk will have generates when negative relationship to all debt levels. The two indicators to measures the earnings risk like the Co-efficient of variation of Return on Capital Employed (VARROCE) and the Co-efficient of Variation of Return on Assets (VARROCE).

PBDIT

$$\text{Return on Capital Employed} = \frac{\text{PBDIT}}{\text{Net worth} + \text{Long term Debt}}$$

Where, PBDIT = Profit before depreciation, interest and tax

(f) *Non-debt tax shield*: A firm makes use of depreciation; carry forward losses etc, to shield taxes. Depreciation is calculated as per the provision of taxation. All deductible expense for calculated for the make deduction for tax, so it reduce the firm's tax liability. This implies that those firms that have larger non-debt tax shields would make use of low debt i.e. there should be negative relationship between the leverage and the non debt tax shield. The present study measuring the non-debt tax shield depreciation divided by total assets. It is projected that negative relationship should exist between the non-debt tax shield and capital structure ratio.

(g) *Business risk*: The bankruptcy cost and agency cost theories suggest the negative relationship between capital structure and business risk. Business risk refers to the relationship between the firm's sales and its earnings before interest and tax. An efficient capital structure it keeps the total risk of the firm to the minimum level. The bankruptcy cost assumption contents that the less stable earnings of the enterprises, the greater is the possibility of business failure and the greater will be the weight of bankruptcy costs on enterprise financing decisions. In the same way, the possibility of bankruptcy increases, the agency problems related to debt becomes more aggravating. As a result, this theory suggests that as business risk increases, the debt level in capital structure of the enterprises should decrease.

Statistical Tools Used For Analysis : Multiple regression analysis is a particular type of multivariate analysis in which a number of variables are taken from each subject, we identify one variable is identified as a dependent variable; and the researcher’s concern is in creation statements about this dependent variable controlling for the other variables.

Multiple regression analysis models have been applied in this study to find out the relation between the following:

(1) Debt Equity Ratio and Determination.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 \dots \dots \dots (1)$$

Where,

(1) Determinants that influence the capital structure variables are:

Y = Debt-Equity Ratio

X₁ = Size of the firm

X₂ = Tangibility

X₃ = Growth

X₄ = Profitability

X₅ = Earning Risk

X₆ = Non-Debt tax shield

X₇ = Business Risk

Data Analysis and Conclusion: Table 2 shows the Determinants of capital structure influencing the debt equity ratio of mobile operator companies by using Regression Analysis.

TABLE 2: DETERMINANTS OF CAPITAL STRUCTURE INFLUENCING THE DEBT EQUITY RATIO – MULTIPLE REGRESSION ANALYSIS

Variables	Multiple Regression	T-Value	P-Value
	Standardize Coefficient		
Size of Firm	-.048	-.325	.746
Tangibility	-.729	-4.903*	.000

Growth	-.236	-1.343	.185
Profitability	.267	1.975*	.053
Earning Risk	-.283	-1.196	.237
Non-Debt Tax Shield	-.214	-1.054	.297
Business Risk	.496	1.853	.069

Significant at 1% level

*Significant at 5% level

R = .627; R² = .394; F-Value = 5.099;

The above table 26 showed that the result of regression represent that the value of R square (R² = .394 or 39 per cent) which indicate that the explanatory variables such as Size of Firm, Tangibility, Growth, Profitability, Earning Risk, Non-Debt Tax Shield, and Business Risk explain on 39 per cent variance on Debt Equity Ratio. As the statistic value of 'F' value of 5.099 (sig = .000) is significant at 5% per cent level, hence the model is fitted.

The estimated co-efficient of Profitability co-efficient value (.267) is positively related with Debt Equity Ratio and are found statistically significant by the value of P. The Size of Firm, Tangibility, Growth, Earning Risk and Non-Debt Tax Shield are negative related with Debt Equity Ratio and is found to be insignificant. It is concluded that Tangibility and Profitability found significant determination of capital structure.

Suggestions : On the source of the findings of the study, the following suggestions have been made. To support the long-term solvency position, the selected companies shall adopt the same policy in using long-term debt. The use of long-term funds enables the firm to reduce the pressure of using short-term loans and advances there by remove the risk of arranging for finances regularly. The decisions concerning long-term funds shall not be instant and messy as it is practiced now among the selected companies. These decisions have to be taken carefully in order to maximize the earnings to the equity shareholders.

The selected companies having good assets structure should finance their growth by debt financing and the companies with increasing cost of debt should use retained earnings and then equity financing if extra funds are required. Internal funds may not be enough for growing companies and debt financing may be the only option for further growth of companies. The study provides useful suggestion for policy decision and management of these companies' policy makers should place greater emphasis on the facilitation of equity capital. Since it, provides a base for extra borrowing reduces businesses sensitivity to

economic cycles and provides companies with access to provide private and institutional ventures capital suppliers. Policies planned to encourage establishing financing schemes to help out in these companies.

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Recent trends in teacher education system

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Abstract: Education is the foundation stone of nations intellectual power which shapes the power profile of a nation in the community of world nations, thus, it is rightly said that progress of a country particularly of a democratic country depends up on the quality of its teachers and for this reason teaching is the noblest among all professions, professional success of every professional in his profession depends mainly on his up-to-date professional knowledge, fullest devotion and dedication alongwith his efficiency and effectiveness. qualitative improvement in education depends on quality of teacher education because teacher has a crucial role in the development of the country and it is rightly said that the destiny of the country is formulated in the classrooms. new practices, policies and procedures in the area of teacher education affect the quality of teacher education and accordingly the education and the nation.
key words: foundation, intellectual, professional, development, practices, policies.

Introduction: The ancient education system was criticized on several grounds. the present life a human being was considered as maya (unreal) and the ultimate aim of education was 'liberation of the soul " from this maya. this belief led the educated people to think of some future life and ignore the present one. in the present world with advancement in technology the qualities can be inducted through education. since teaching occupies an honorable position in the society, therefore education commission recommended the introduction of a sound programme of

professional education of teachers. current trends and innovations in teacher education are given here:

1. inter-disciplinary approach (problem of isolation with other-disciplines)
2. internship in teaching (problem of isolation with secondary schools).
3. community living.
4. orientation courses (in service programme).
5. correspondence courses.
6. the clinical professorship and clinical experience.
7. educational technology and teacher-education.
8. team teaching
9. supervised study or directed study.
10. action research
11. the laboratory phase for student teachers.
12. supplemented teaching force.
13. bloom's evaluation approach and objective based lesson plans.
14. sensitivity training.
15. population education.

Inter-disciplinary Approach: India has taken the lead in making inter-disciplinary approach which is an integral part of the programme of teacher education. there can be no better plan for improving the quality of teacher education than by integrating content and methods, e.g., through the interdisciplinary approach. the four year courses of the teacher education as provided by the regional colleges and the concurrent general and professional courses as being experimented by the jaipur national university offer ample scope to integrate all the essential ingredients of good teacher education, namely liberal education, professional education, specialization in one or two school subjects and direct experience including practice in school. the unprecedented explosion of knowledge that has occurred in recent years has made new demand on teacher education. in the project of the regional college, the latest developments in knowledge of content are taught by highly qualified and competent staff members. the latest developments in methods of teaching are dealt by specialists in pedagogy and methodology. the project has emerged through a careful analysis of the ingredients that make a competent teacher.

Internship in Teaching: the term nternship has been borrowed directly from the medical education which applies the word to the hospital experiences where the medical doctor is required to have field experience under the guidance of veteran practitioners before he is allowed to start practice of his own. thus, the internship is an integral part of his professional preparation. internship in teaching is a joint effort of the colleges, cooperating schools, cooperating teachers, students and the college supervisions. **its objectives are as follows:**

- (i) to develop functional understanding of educational psychology and methodology among interns.
- (ii) to develop skills in the planning of lessons and developing an ability of preparing instructional material and teaching aids.
- (iii) to develop positive attitudes for continuous learning and keeping abreast with the latest of content and methodology.
- (iv) to understand and practice the professional sincerity and professional ethics.
- (v) to develop constructive and cooperative attitude towards students and the community.

Today, in india, practice of teaching has been given a very high priority. the practical work has been recognized as a significant component of the teaching competencies. the main purpose of the programme of practice teaching is to provide real experience to prospective teachers and to initiate them in the skills of teaching the children. but the patterns or procedures followed for practice teaching are not in agreement with the purpose.

Community living: another current trend in teacher education which can be noticed from the practices in abroad is to give some weight age to the programmes which have a training potential for community living. in fact, teacher education programmes would be incomplete unless they provide some kind of guidance and supervised experiences of independent individual and corporate group life. the major aims of community living 'programmes are personal and social effectiveness. some essential features of the programme are:

- group living by making the residence in the hostel compulsory.
- taking group projects such as cleanliness of premises, rooms and lecture theaters, etc.
- management of playing indoor and outdoor games.

- organizing some entertainment and variety programme.

Orientation course:

the objectives of such a course for b.ed :

- to orient the incoming students to the nature, scope and significance of their respective training programme.
- to orient them according to the specific course choice available in their respective programmes.
- to develop closeness and familiarities with their classmates and advisors.
- this course is organized for a period of 4 to 6 days depending upon the needs of the students. the syllabus for the entire programme is developed in advance and is circulated among the students and the members of the staff. the entire course is conducted through group discussions under the leadership of students.

correspondence course: in 1962, the expert of india strongly recommended that selected universities in india should experiment with correspondence courses. university of delhi was the first to start correspondence courses. the n.c.e.r.t. constituted a study group which reported in 1964 about correspondence courses in training colleges. the group pointed out that correspondence method if it may be applied to the professional education of teachers should be adopted to meet two special requirements of teacher education: first, to adequate facilities for the development of teaching skills through practice teaching and secondly continuous contact between the student teacher and the institute.the four regional colleges of education and the central institute of education, delhi have undertaken the bold experiment of correspondence courses of the regional colleges of education, there is a provision of two summer courses of 2 months each. it is too early to predict the result of such an experiment.

Action Research: it has been found to be a very commendable technique to improve practices of teacher education in various spheres of school education. in teacher education, some experiments have been planned and conducted to improve the actions and decisions related to the various aspects of the programme. university college of education, dharwar has done a pilot study to improve the content knowledge of the student teachers and make them more efficient in teaching.

Team Teaching: team teaching is also called cooperative teaching. it occurs when two or more teachers share in planning and conducting instruction that is offered to the same group of students, whether they may be at elementary, secondary or college levels. a great variety of organizational patterns are included under the label of team-teaching _teams vary in size from 2 elementary teachers who share the instruction offered to 40 or 50 students to teams made up of many as the teachers and over 200 students.

Programmed Instruction: programmed instruction is a revolutionary device in the science of learning now-a-days, it use in the field of teacher education has also attained importance. now-a-days, there is a new trend in teacher education to use the technique of programmed instruction for such areas as an expedient. teaching of school subjects, educational statistics and some aspects of educational psychology have been given for trial and as a result of this, a few really good programmes are available for student-teachers. the education commission (1964-1966) has also realized the importance of teaching various subjects with the help of programmed instructions.

Conclusion:to conclude we can say that the main objectives of current trends are to prepare teachers for the effective functioning of schools. all trends aim at developing the knowledge, moral values and understanding required in the work of life constitute what we mean by education.

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Citizen's satisfaction with Suwidha Center:

A study on Patiala District

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Abstract: E-Governance projects are running successfully in the state of Punjab. The state government is working efficiently towards the implementation of e-Governance. Suwidha Center are one of these projects. Punjab State Government aims for establishing and operating 2112 rural CSCs under the state's brand name "Gram Suwidha Center" in its 10 segregated zones to provide transparent, time-bound and affordable Government to Citizen (G2C) Services to the citizens Centres (CSCs) at the rate of one centre per a cluster of six villages. This research paper will try to find out the extent to which Right to Service has been successful through Suwidha Center. A survey will be conducted on people from patiala district for this study. It will also try to find out the ease of accessibility of these Suwidha Center and the easeness of service provided to people.

Introduction: E-Governance is about redefining the vision and scope of the entire gamut of relationships between citizens and Government. E-Government is the use of IT & communication technologies, to deliver public services in a much more convenient, customer-oriented, cost-effective and altogether different and better way. Availing government services has been time consuming and difficult task for citizens in past. Keeping in mind, the painful felling of common citizens, Government of Punjab (India) introduced the concept of SUWIDHA (Single User-Friendly Window Disposal Helpline for Applicants) in 2002 designed and developed By National Informatics Centre (NIC).

SUWIDHA has been conceived to facilitate citizen by capturing the input at a single point, defining a specified delivery date depending upon the type of service and accepting cash at the counter itself. In past, citizens had to roam from one window to other to get their work done. It was complex process and often time consuming, to get their work done easily most citizens fall prey to agents/dealers. These dealers/agents charge these citizens heavily for service in return. These centers with aim of providing different services through single window, initially at District level and further expanded to Tehsil and sub tehsil level.

Suwidha centre are run and managed by Sukhmani Society of district under chairmanship of Deputy Commissioner under the frame work and supervision of Punjab state e-governance society. Societies has self-sustaining revenue model.

How SUWIDHA Works?

- The citizen approaches SUWIDHA Queue Counter and gets the Queue Token number.
- Citizen waits for some time till his token number is displayed on the screen. On his turn at SUWIDHA Service Counter, he files his application.
- Citizen is issued a receipt bearing a Refrence number, which specifies the date of delivery of services. Each type of service has a pre-defined delivery time and system automatically calculates the service delivery date.
- The time of delivery of service depends upon on the nature of service as specified by the Govt. of Punjab.
- All kind of payments for the fees etc. can be made at the SUWIDHA counter. This further saves the inconvenience of the citizen caused to visit either bank or treasury office to deposit such payments.
- The application/case is then sent to the branch for action.
- In between the citizen can track the case with the help of SUWIDHA Token number through DialCITI (which is IVR based system) or website, wherever implemented.
- In order to ensure the timely delivery, the DC monitors the progress regularly so that citizen does not have to visit the office un-necessarily.

- The delivery of documents/processed case is made on the specified date. The delivery of the documents is also from SUWIDHA Delivery Counter and not from the branch. This way the branches are able to concentrate on the backend work rather than attending to the citizens and this further helps in improving government services and the citizen are freed from inconvenience /harassment.

With this process, all applications received are recorded and monitored against the delivery due date, branch-wise. Computerized print, placement of processes has improved the quality of service. SUWIDHA Software provided the facility of local language (Punjabi) as well. The operators are available on the counters for the prescribed timings so easily accessibility to the citizens.

Monitoring System: Monitoring system is necessary part for the success of any service delivery system, otherwise there is every chance that whole system may collapse and citizen may again fall into hassle. Suwidhacentre has well-structured monitoring concept. All applications received are recorded and monitored against the delivery due date, branch wise to improve the quality of services. It is also monitored in the following way:

- ❖ Pending lists are generated before the start of every business day. Consisting of master pendency list showing list of pendencies two days before due date and 2nd list shows the details of applicants, document applied, date of application and office at which application is pending.
- ❖ Suwidha in charge at ADC level/SDM at Tehsil level ensure the pendency is duly disposed of by directing Suwidha administrators. Deputy Commissioner who is head of Sukhmani Society at district level takes monthly meeting with Suwidha management to discuss pendencies and monitoring system.

Services Provided

Table1. List of services provided by SUWIDHA

1.	Issuance of Birth Certificate
2.	Issuance of Death Certificate

3.	Attestation of Affidavits
4.	Issuance of Unmarried Certificate
5.	Issuance of Unmarried Certificate
6.	Issuance of copy of a document
7.	Passport Acceptance Services
8.	Passport Acceptance Services
9.	Arms License Issuance System
10.	Issuance of NIC (Petrol Pump, Marriage Palace, Hotel, Restaurant, Cinema etc.)
11.	Registration of Vehicle
12.	Permissions for Fairs etc
13.	Issuance & Renewal of Licenses for (Arms Dealers, Cinema, Video Parlor etc)
14.	Issuance & renewal of Bus Passes to Freedom Fighters & Handicapped Person.
15.	Pension to Old Age, Widows, Destitute Children & Disabled Persons
16.	Issuance & Renewal of ID-cards to Freedom Fighters and their dependents
17.	Issuance of Character Verification
18.	Issuance of Dependent Certificate to wards of Freedom Fighters
19.	Issuance of Dependent Certificate to wards of Riots/Terrorist Victims
20.	Attestation of Indemnity Bonds
21.	Attestation & acceptance of Surety Bonds
22.	Issuance of Nationality Certificate

Source : <http://suwidha.nic.in/html/implementation.html>

Significance of the Study: This study will help to understand the services provided by Suwidha Center and analyse the level of satisfaction achieved by citizens after receiving services at Suwidha Center. Also the researchers will compare the results of two villages taken for the study

and will also try to find out problems faced by people and their suggestions for further improvement of Suwidha Center.

Objectives:

	Yes	No
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1. To find out the satisfaction of people with services provided by Suwidha Center.
2. To analyse the merits and demerits of Suwidha Center.

Research Methodology: Researcher has used quantitative research methodology and survey method for data collection. For this purpose scheduled questionnaire with close ended and open ended questions was framed and questions were asked by researcher for data enquiry.

According to Herbert Mc. Closky Survey is “Any procedure in which data are systematically collected from a population or a sample thereof through some form or direct solicitation, such as face interviews, telephone interviews or mail questionnaires.”

Research Area: The research involves the collection of data from the citizens of Patiala district who are availing services at Suwidha Kendra. Further two villages’ i.e, Bahadurgarh and Fagan Majra were selected based on their distance from Patiala city. FagganMajra is about 20 km away from Patiala while Bahadurgarh is near Patiala and is a developed village.

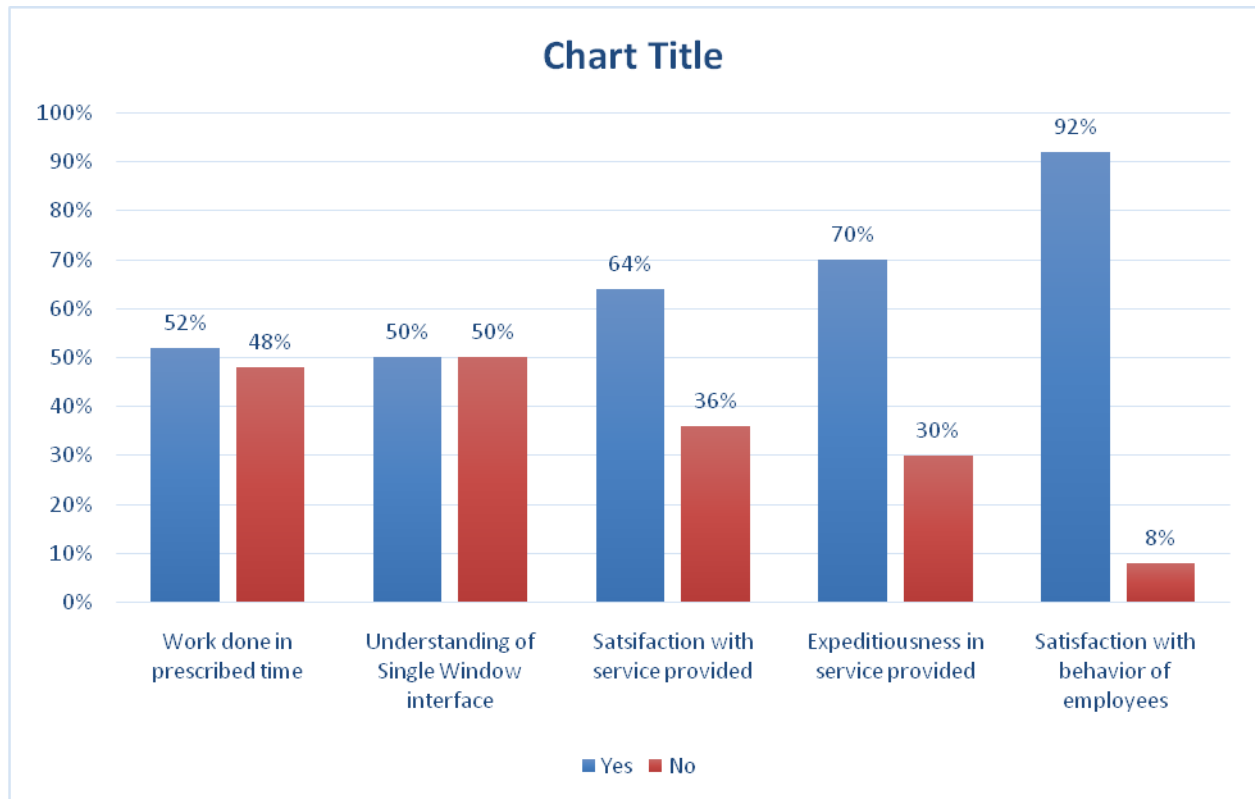
Sampling: Sample size of 50 respondents from each village were randomly selected for data enquiry. It is to be noted that only those respondents were selected who have availed service from SuwidhaCenterrecently.

Data Tabulation and Presentation

Table 1. Collected date from village Fagan Majra

Work done in prescribed time		26 (52%)	24 (48%)
Understanding of Single Window interface		25 (50%)	25 (50%)
Satisfaction with service provided	Yes	32 (64%)	No 18 (36%)
Expeditiousness in service provided		35 (70%)	15 (30%)
Satisfaction with behavior of employees		46 (92%)	04 (08%)

Fig. 1. Representation of Data from village Fagan Majra



Work done in prescribed time	32 (64%)	18 (36%)
Understanding of Single Window interface	28 (56%)	22 (44%)
Satisfaction with service provided	33 (66%)	17 (34%)
Expeditiousness in service provided	34 (68%)	16 (32%)
Satisfaction with behavior of employees	30 (60%)	20 (40%)

Table 2. Collected data from village Bahadurgarh

Fig. 2. Representation of data from village Bahadurgarh

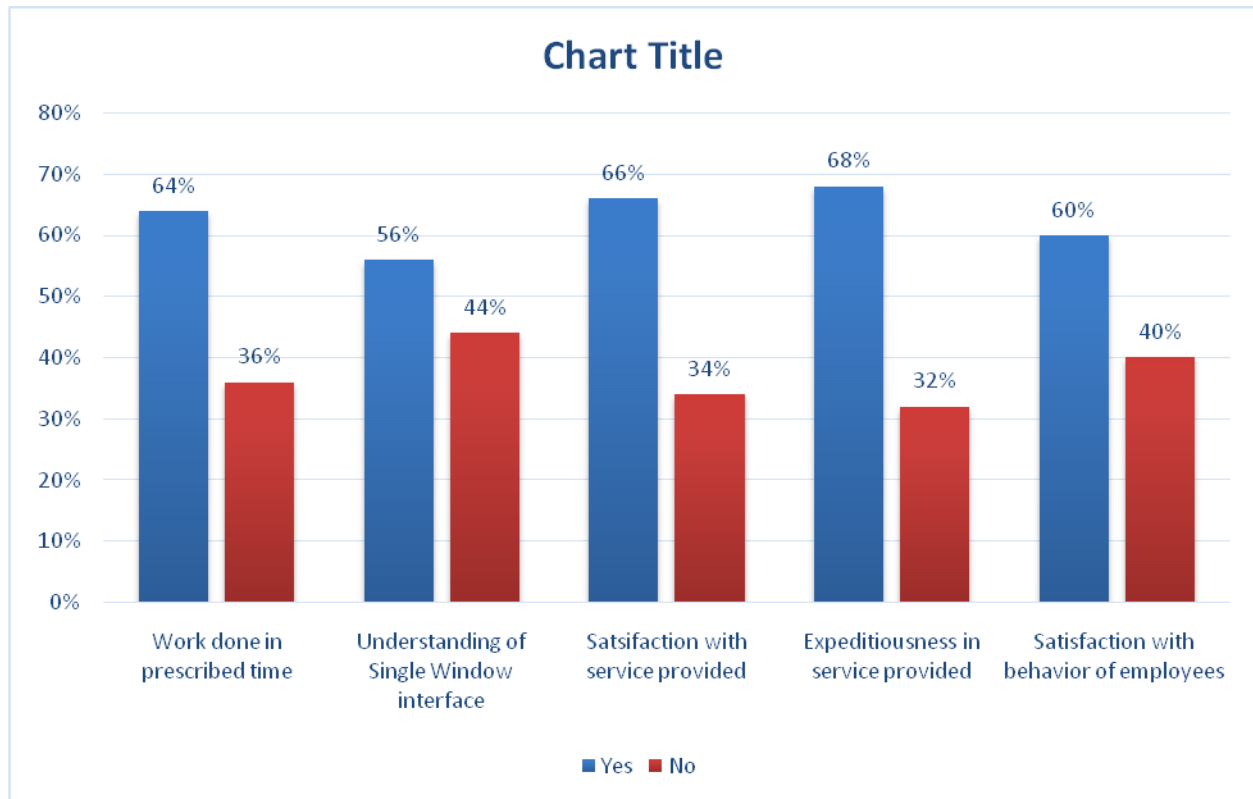


Fig. 3. Comparative analysis of ‘Yes’ reply by respondents in two villages.

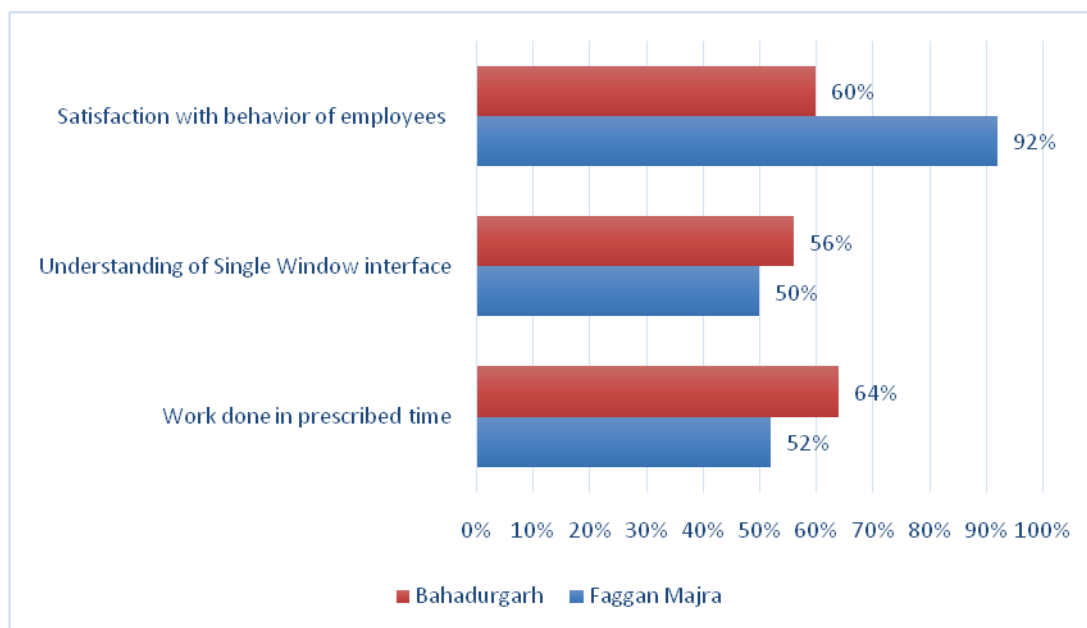


Fig.4. Comparative analysis of ‘No’ reply by respondents in two villages

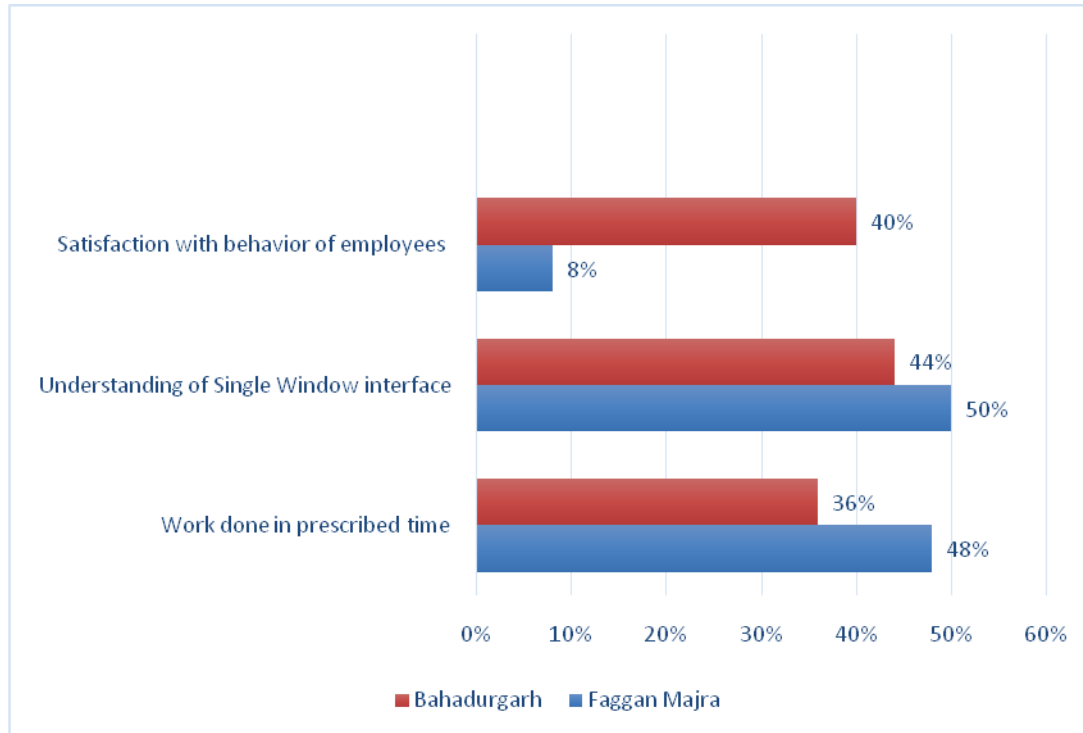


Fig.5. Comparative analysis of services sought by respondents in two villages.

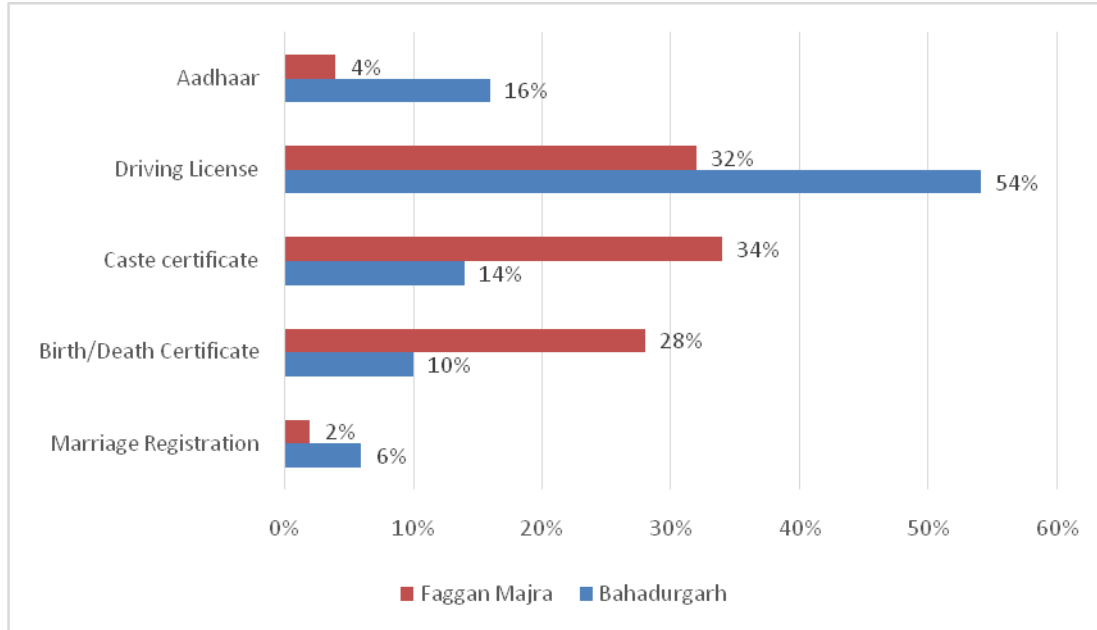


Fig.6. Comparative analysis of medium used for reaching Suwidha Kendra.

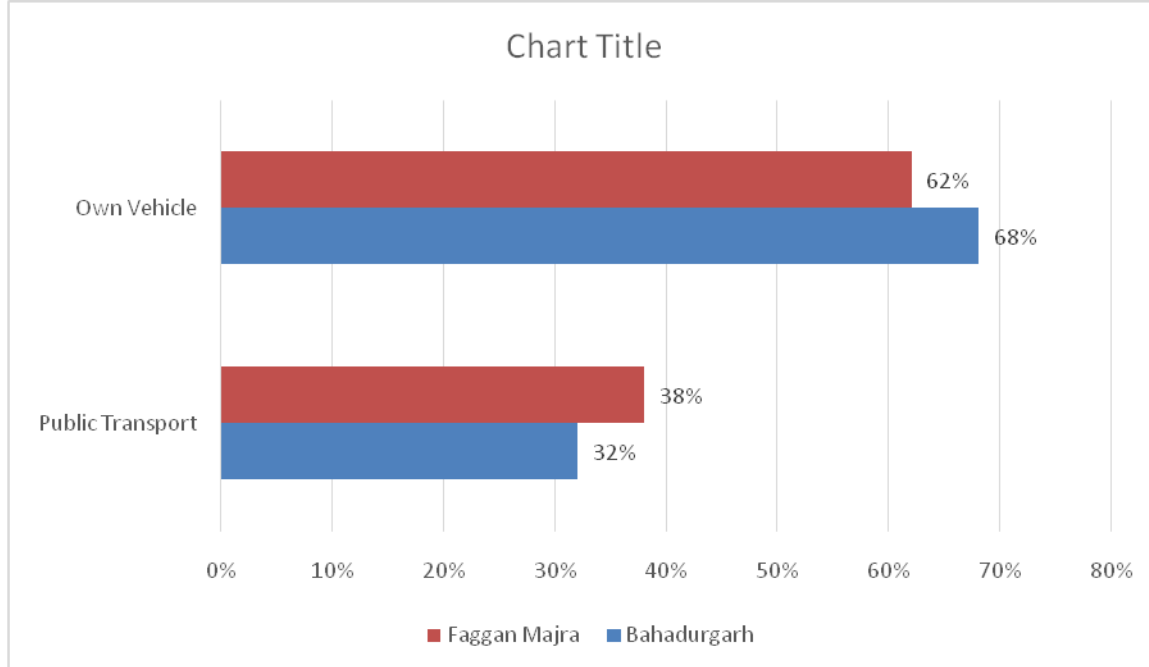
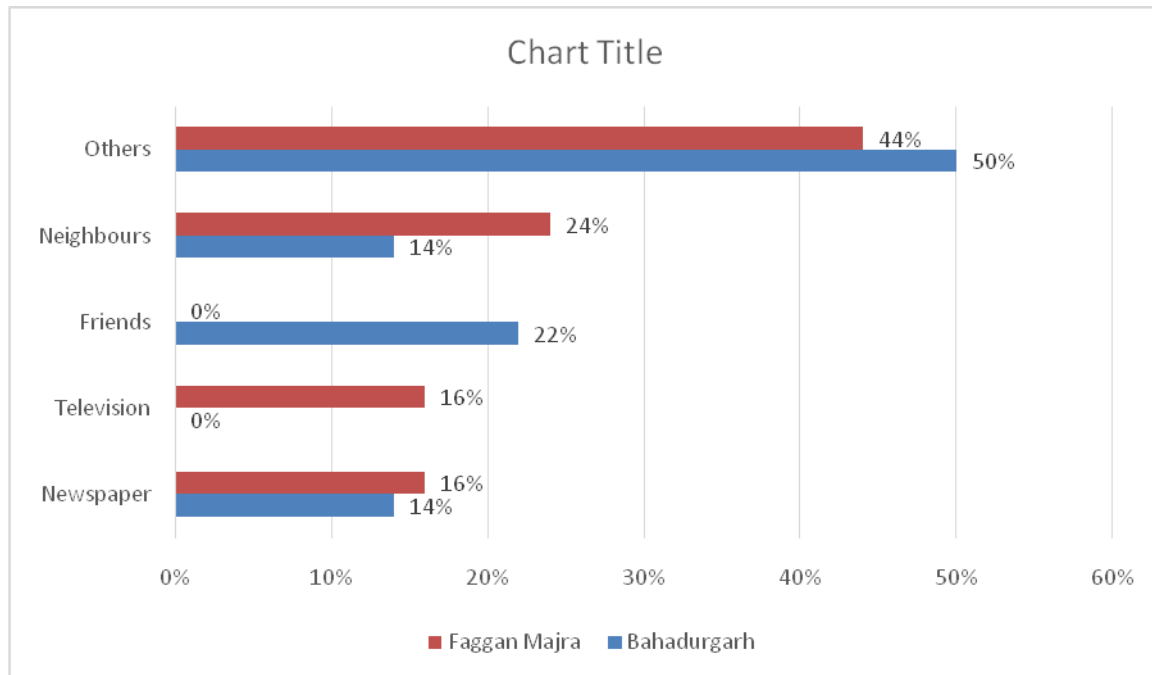


Fig.7. Comparative analysis of medium from which people get to know about Suwidha Kendra.



Data Interpretation and Analysis:

1. In a question asked about satisfaction with the behavior of employees, 92% respondents from Fagan Majra are satisfied as compared to 60% respondents from Bahadurgarh. 56% of respondents from Bahadurgarh understands the Single Window Interface of SuwidhaCenter as compared to 50% respondents from Fagan Majra. 64% of respondents from Bahadurgarh said that their work was completed in the prescribed time limit as compared to 52% respondents from Fagan Majra.
2. 16% respondents from Bahadurgarh went to Suwidha Center for Aadhaar as compared to 4% respondents from Fagan Majra. 54% of respondents from Bahadurgarh went to

Suwidha Center for Driving License as compared to 32% respondents from Fagan Majra. 34% respondents from Fagan Majra went to Suwidha Center for Caste Certificate as compared to 14% respondents from Bahadurgarh. 28% respondents from Fagan Majra went to Suwidha Center for Birth/Death certificate as compared to 10% respondents from Bahadurgarh. 6% respondents from Bahadurgarh went to Suwidha Center for Marriage registration as compared to 2% respondents from Fagan Majra.

3. 68% respondents from Bahadurgarh went to Suwidha Center on their own vehicle as compared to 62% respondents from Fagan Majra while 38% respondents from Fagan Majra went to Suwidha Center as compared to 32% respondents from Bahadurgarh.
4. 16% of respondents from Fagan Majra get to know about Suwidha Center from Newspaper as compared to 14% respondents from Bahadurgarh. 16% of respondents from Fagan Majra get to know about Suwidha Center from Television while none of the respondents from Bahadurgarh get this information from Television. 22% of respondents from Bahadurgarh get to know about Suwidha Center as compared to none of respondents from Fagan Majra. 24 % respondents of Fagan Majra get to know about SuwidhaKendras from neighbours as compared to 14% respondents from Bahadurgarh.

Conclusion: Respondents who are living far from the town are more satisfied with the behavior of employees in Suwidha Center while respondents living close to town are less satisfied. People from both villages have problems in understanding the single window interface and it needs to be improved. Work done in Suwidha Center is more likely to be completed in time for respondents who are near town as compared to respondents in faraway town. Respondents of faraway town went to Suwidha Center mainly for Caste Certificate, Driving license and Birth/Death certificate while respondents living near town mainly went to Suwidha Center mainly for Driving license, Aadhaar and Caste Certificate. It is almost similar for both villages. Respondents from both villages like to travel on their own vehicle to Suwidha Center. Respondents from both villages get to know about Suwidha Center from neighbours, friends, sarpanch, panch and other people. They also get to know about this from TV and Newspapers but their number is less as compared to other sources. When respondents are asked about suggestions their replies are varied. Some

respondents complained that Suwidha Center are overcrowded. There is no proper guidance, no helpdesk, role of agents is still there, misguidance is there, windows are confusing, work load is more so time taken is very much, long waiting time and lines, sitting system is not proper. Respondents suggested to improve these services and also more decentralization can be done in order to get proper services in time.

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मिश्रित खेती से ही देश की खुशहाली का रास्ता निकलेगा

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भारत प्राय एक कृषि प्रधान देश है इसमें कोई दो राय नहीं है। इसी के साथ ही यह भी 100 प्रतिशत सही है कि देश के अब तक के आर्थिक विकास में कृषि और किसान का बहुत महत्वपूर्ण योगदान रहा है। लेकिन इसके साथ ही यह भी सही है कि यह योगदान प्राय हर पंचवर्षीय योजना में कम होता जा रहा है। इसके पीछे प्राय अनेक महत्वपूर्ण कारण है। इसमें से महत्वपूर्ण है कि देश के किसानों को सही समय पर आर्थिक, वैज्ञानिक व अन्य सहायता ना मिलना। सरकार के द्वारा किसानों को खासकर यूरोपीय देशों की तरह प्रोत्साहित ना करना या फिर उनको सही समय पर अन्य सहायता ना देना।

अगर हम सन 2016 की ही बात करे तो हम साफ पाते है कि देश की कुल आर्थिक वृद्धि में कृषि व उससे संबंधित का योगदान लगभग 15 प्रतिशत रहा है और लगभग 35 प्रतिशत जनसंख्या खेती पर निर्भर है। इसी के साथ अगर हम अन्य महत्वपूर्ण कारण देखे तो साफ पाते है कि प्राय खेती पर निर्भर रहने वाली जनसंख्या का प्रतिशत लगातार बढ़ रहा है और जोते है वे छोटी होती जा रही है। इसी के साथ ही प्राय अनेक प्राकृतिक कारण भी किसानों को लगातार परेशान कर रहे है।

हम विश्व में भारत के किसानों का योगदान देखें तो हम साफ पाते है कि यह विश्व में प्रथम तीन देशों में रहा है। लेकिन अगर हम इसी को यह देखे कि वैज्ञानिक तरीके से खेती करने वाले, प्रति किसान प्रति एकड़ पर आय तो हम प्राय उसमें लगातार फीसड्डी रह रहे है। इसी के साथ ही अगर हम किसानों को सही समय पर मिश्रित खेती के लिये सहायता मिलने वाले

देशों में भारत की गणना करे तो उसमें प्रायः हम बहुत नीचे हैं और हम प्रायः प्रथम 5 देशों में प्रति किसान सब्सिडी की बात करे तो नहीं आते हैं।

जरूरत है सरकार को कि वह मिश्रित खेती को बढ़ावा दे और किसानों को इसके लिये वैज्ञानिक रूप से प्रेरित करे। सरकार को चाहिये कि वह क्षेत्र विशेष और आवश्यकता के अनुसार किसानों को सहायता उपलब्ध करवायें। लेकिन सरकार अभी तक इस प्रकार का कोई सार्थक कदम सही समय पर नहीं उठा पाई है। जो कदम विभिन्न सरकारों की तरफ से अंतिम 15 साल में उठाये गये हैं वे प्रायः नाकाफी हैं।

जरूरत है कि सरकार किसानों को पारंपरिक खेती को छोड़कर मिश्रित खेती के लिये प्रेरित करे और इसके लिये पूर्ण रूप से आर्थिक मदद करे। सरकार को चाहिये कि इसके लिये वह किसानों को दूसरे देशों की यात्रा पर अपने खर्च पर भेजे। चाहे वह अमेरिका हो इजरायल हो या अन्य देश। ताकि प्रायः किसान पोली हाउस या अन्य तकनीकों के बारे में जान सकें और मिश्रित खेती करके आय प्राप्त कर सकें और अपने विकास और देश के विकास में महत्वपूर्ण योगदान दे सकें।

इसके साथ ही सरकार को मिश्रित कृषि के लिये सब्सिडी आधारित लोन की व्यवस्था ना केवल करनी होगी वरन् वह लोन किसान को सही समय पर मिल सके इसके लिये भी पर्याप्त कदम उठाने होंगे। क्योंकि पारंपरिक खेती से ना तो किसान का भला होगा और ना ही देश का आर्थिक विकास होगा। जरूरत है कि सरकार यह समझे कि मिश्रित खेती से ही देश की आर्थिक वृद्धि होगी और देश उन्नति के राह पर चलेगा। जब तक सरकार प्रायः अपने मन में यह बात नहीं बैठा लेती है तो प्रायः किसान उन्नति नहीं करेगा।

प्रायः किसानों को मछली पालन, मुर्गी पालन, पोली हाउस, दुग्ध उत्पादन, शहद उद्योग आदि के लिये ना केवल सहायता देनी होगी ताकि किसान प्रायः मिश्रित खेती कर सकें वरन् इसके साथ ही उनको वैज्ञानिक तरीकों से उत्पादन करने के रास्ते भी सरकार को बताने चाहिये। जब तक सरकार यह नहीं करेगी तो ना तो मिश्रित खेती संभव है और ना ही किसान पूर्ण रूप से देश

के आर्थिक विकास में योगदान दे सकता है। अभी तक तो प्राय किसानों को पूर्ण रूप से मौसम का हाल ही नहीं पता होता है तो प्राय किस तरह से किसान मिश्रित खेती की तरफ सोचें।

इसके साथ ही प्राय किसानों को ना तो खाद बीज की सही समय पर जानकारी मिलती है और ना ही उसे सही समय पर यह पता होता है कि उसे यह सुविधा कहां मिलेगी। सरकार को चाहिये कि वह यह सुविधा किसान के खेत तक आरंभ करे और और किसान को भी वैज्ञानिक दृष्टिकोण के प्रति प्रेरित करे। जब सरकार ऐसा करेगी तो प्राय मिश्रित खेती भी संभव है और देश और किसान की आर्थिक वृद्धि भी संभव है।

मिश्रित खेती से ना केवल प्राय किसान की जमीन है वह उसका सही सदुपयोग होता है वरन इसके साथ ही प्राय किसान भी ज्यादा लाभ होता है। इसके साथ ही सरकार को चाहिये कि वह किसान को मिश्रित खेती के प्रति प्रेरित करते हुए इस बात का भी विशेष ख्याल रखे कि वह किसान कम से कम कीटनाशकों व दवाइयों का प्रयोग करे ताकि किसान की जेब से भी कम से कम पैसा जाये और इसके साथ ही भोजन में भी जहर ना जाये और वातावरण भी दूषित ना हो। इसके साथ ही मिश्रित कृषि का जो लक्ष्य है सभी किसानों का साथ और किसानों का विकास वह भी प्राप्त किया जा सके।

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