CHAPTER ONE

INTRODUCTION
INRODUCTION

In this chapter, the nature & scope of research study, finances, organisational structure, review of past literature, the need for the present study, objects of the study, scope of the present study, period of study, methodology of research, sample frame work, tools of analysis, hypothesis, plan of thesis, limitations of study, significance of study, hints for the future researchers are discussed.

NATURE & SCOPE OF RESEARCH STUDY

Origin and Growth of Tirumala Tirupati Devasthanams Organisation

Tirupati, the abode of Lord Venkateswara is one of the most famous Hindu shrines in our country, which attracts thousands of pilgrims every day from all over the country.

The temple of Sri Venkateswara is located at Tirumala in Chittoor district of Andhra Pradesh State, which was constructed and developed by generations of Royal devotees and also by common people around the self manifested idol of Lord Srinivasa.

The significance of Lord Venkateswara temple at Tirumala lies in the fact that it is perhaps the oldest religious institution in the world where the Lord is worshipped over an infinite period extending over thousands and millions of years. There is a mentioning of this in epigraphics in religious publications. "It is a temple attracting more pilgrims than any other temple
in India and is held in veneration by more devotees than even Lourdes of France and the Celebrated Cathedrals of Spain and Portugal.¹

An average of 25,000 to 30,000 pilgrims throng this shrine to pay their homage every day. Tirumala Tirupati Devasthanams is one of the religious institutions in India, nay in the world itself, with highest levels of income and expenditure. Tirumala Tirupati Devasthanams is virtually a mini Government employing about 6,300 persons working in 195 cadres in 35 departments/sections/institutions, etc. All these institutions are maintained by Tirumala Tirupati Devasthanams to impart religious, cultural, professional and technical education and provide medical care to visiting pilgrims and to its employees. Manufacturing artificial limbs and supply of the same to the physically handicapped people free of cost through its Artificial Limb Centre can also be cited as one of the important activities of Tirumala Tirupati Devasthanams. Tirumala Tirupati Devasthanams is running a centre called "Sri Venkateswara Training-cum-Production Centre for Physically Handicapped". In this centre professional training is given to physically handicapped people in the arts like candle making, cane furniture knitting, and tailoring and so on, so as

¹ Ramesan, N: "The Significance of Tirumala Temple", Swarajya, October 28, 1979, P.38.
to help them to eake out their living. Another institution worth mentioning here is 'Bala Mandir', an orphanage run by Tirumala Tirupati Devasthanams to take care of destitute children.

But for Tirumala Tirupati Devasthanam's financial contribution, institutions like Sri Venkateswara University, S.V.R.R. Hospital and Medical College, Polytechnic and many other colleges and Sri Padmavati Mahila Visva-vidyalayam, Broadguage Railway line between Renigunta and Tirupati, Airport, would not have seen the light of the day.

**Finances**

Tirumala Tirupati Devasthanams registered an income of Rs.10.90 crores during 1975-76. It rose to Rs.39.02 crores by 1984-85. It is gratifying to note that the Tirumala Tirupati Devasthanams income has touched a record level of about Rs.50.86 crores during 1985-86.2 Tirumala Tirupati Devasthanam's total expenditure was Rs.7.04 crores in 1975-76. It increased to a level of Rs.34.08 crores by 1984-85. The revenue income was Rs.733.97 lakhs in 1975-76. It has gone up to a high level of Rs.1957.34 lakhs by 1984-85. Out of the total revenue received, employees' salaries bill was 27.41 per cent (Rs.173.99 lakhs) in 1975-76. It reached a

level of 38.65 per cent (Rs.756.56 lakhs) in 1984-85. The Tirumala Tirupati Devasthanams has vast properties, movable and immovable. Its non-cash assets were estimated at Rs.150.00 crores in the year 1984-85. The surplus funds invested in Scheduled Banks rose to Rs.47.97 crores in 1984-85 from Rs.10.35 crores during the year 1975-76.

Organisational Structure

The present organisational structure of Tirumala Tirupati Devasthanams under the Tirumala Tirupati Devasthanams Act of 20 of 1979 is as follows:

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GOVERNMENT
    |
TIRUMALA TIRUPATI DEVASTHANAMS BOARD
    |
    MANAGEMENT COMMITTEE
    |
    EXECUTIVE OFFICER
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The goals of the Tirumala Tirupati Devasthanams administration are mainly maintenance of the religious sanctity of the temple and pilgrim satisfaction. To achieve the above said goals, Tirumala Tirupati Devasthanams has built up a vast system of Administration both at Tirumala and Tirupati.

Thirty five departments are functioning to cater to the needs of the pilgrims as well as the temples, administered by the Tirumala Tirupati Devasthanams Board.
At the top of the administrative hierarchy of Tirumala Tirupati Devasthanams, there is a Chairman of the Board. The Chairman of the Board is assisted by the Management Committee. The day-to-day administration of the Tirumala Tirupati Devasthanams is carried out by the Executive Officer (an IAS Officer, appointed by the State Government of Andhra Pradesh), assisted by a team of middle level executives such as Joint Executive Officers and Deputy Executive Officers. In addition, the Board, assisted by the Executive Officer and his team of subordinates, looks after varied problems of administration, management and finances etc. not only of all the temples under its control but also of various other institutions such as education, health, transport, printing press, forests, information centres, welfare centres for the handicapped and destitutes, etc. Catering to the needs of the pilgrims and management of the temples are the main functions of the Tirumala Tirupati Devasthanams. But Tirumala Tirupati Devasthanams is administering various other non-religious activities also. It is, indeed, a vast organisation with multifarious activities and huge resources at its command. It is only on account of this huge organisation that it has to employ more than 6,000 persons in its service spread over 35 departments.
Personnel management is really one of the important areas which has been woefully neglected all these years in Tirumala Tirupati Devasthanams. Most of the personnel management in Tirumala Tirupati Devasthanams is patterned after the various Governmental administrative mechanisms, procedures, policies, principles, etc., embodied in the various codes, manuals, rules, regulations published by the State Government from time to time. It is stated that all the policies, procedures of personnel management, for example, recruitment, transfers, promotions, discipline, wage structure, communications, employees welfare, performance appraisal, grievance handling, economic and physical security measures, termination, suspension, dismissal, discharge of the employees, etc., are all modelled after the various procedures, principles, rules, regulations laid down by the State Government in its manuals, codes and rules published from time to time.

In the process, human-relations approaches have been ignored and rather relegated to the last place, and the entire manpower management in Tirumala Tirupati Devasthanams employing more than 6,000 persons scattered over 35 departments is done in a most bureaucratic fashion by the rule minded officials. The modern philosophy of personnel management has not found its place
in Tirumala Tirupati Devasthanams administration so far. Voices of protest, resentment, frustration and despair over various issues of personnel management in Tirumala Tirupati Devasthanams are also heard frequently. A modern, scientific and systematic grievance-handling mechanism is yet to find a place in Tirumala Tirupati Devasthanams, and what is done now as stated above is to sort out all the problems and differences of opinion strictly according to the age old rules framed by the State Government. All these and various other aspects of personnel management in Tirumala Tirupati Devasthanams have attracted the attention of this researcher for a long time. Being a native of Tirupati and observing the administration of Tirumala Tirupati Devasthanams from close quarters, the researcher has developed a keen interest in conducting a thorough inquiry into the various problems of personnel management in Tirumala Tirupati Devasthanams, dig out deep at the various problems and suggest suitable measures for streamlining the same.

Review of past literature

A careful survey of the literature connected with this study and published in the past has been made to assess the feasibility of conducting the present research study. As far as the knowledge of the researcher is concerned, no studies have been made so far.
in the sphere of personnel management in Tirumala Tirupati Devasthanams. However, it is observed that there are some publications, research based as well as non-research based, on various aspects of Tirumala Tirupati Devasthanams.

1. C. Anna Rao discussed briefly on how the religious institutions were being managed and how the funds were put to use for social progress.

2. P. Sitapati examined the history of the temples and deities at Tirumala and discussed various festivals and customs that were being practiced in temples.

3. S. Krishna Swami Iyengar examined in detail the mode of worship, the festivals and rituals being practised and the historical evolution of the Tirumala temple and its administration.

4. V. Srinivas Rao conducted a study on some other aspects of Tirumala temple.

5. S. Subbaramaiah surveyed the finances of Indian temples with particular reference to Tirumala temple.


6. M. Rama Rao conducted a detailed study on various aspects of the temples of Tirumala, Tirupati and Tiruchanoor.  

7. T.K.T. Vira Raghavacharya has also conducted in the early fifties a research work on the history, geography, and topography of Tirumala temple and various other shrines situated at Tirupati and Tirumala.

8. K. Kamalanathan has taken up a research work on historical importance and administration of Tirumala temple in late sixties.

9. N. Rameshan examined the historical background, architectural and sculptural importance of Tirumala temple in his "Tirumala Temple".

10. Sadhu Subramanya Sastri the renowned epigraphist of Tirumala Tirupati Devasthanams discussed at length the historical and religious importance of the Tirumala temple and how the rulers have made Royal Benefaction for the management of temples at different periods in his "Tirupati Sri Venkateswara".


11. R.G. Rama Devi has taken up a research study on various aspects of administration in Tirumala Tirupati Devasthanams.  

12. Y. Krishna Bhaskar Rao has studied the organisational and financial aspects of Tirumala Tirupati Devasthanams.  

It is true that a number of studies have been undertaken on various aspects of Tirumala Tirupati Devasthanams, historical, archaeological, religious, sculptural, administrative, organisational, and financial, etc. But no attempt has been made so far to study the problems of personnel management in Tirumala Tirupati Devasthanams. It is this fact that urged the researcher to take up this research work. The researcher believes that this research work is the first of its kind in studying the problems of personnel management in Tirumala Tirupati Devasthanams with a research orientation and also focussing on a number of penetrating analysis of personnel management of Tirumala Tirupati Devasthanams, digging out deep at the root causes of various problems and suggesting feasible ways and means to overcome these problems.


We need not reiterate any more on the necessity to conduct this research study. It will be only an exercise in futility.

The Need for the Present Study

As far as the knowledge of the researcher goes, no attempt has been made so far to conduct an indepth study of the various problems of personnel management in Tirumala Tirupati Devasthanams. This study is first of its kind in the areas of personnel management in Tirumala Tirupati Devasthanams. It is for this obvious reasons, the researcher has taken up this research work.

Objects of the Study

The objects of the study are as follows:

1) to conduct an indepth study of various problems of personnel management in Tirumala Tirupati Devasthanams;

2) to find out the various deficiencies, gaps, shortcomings and problems, etc. in the management of personnel in Tirumala Tirupati Devasthanams; and

3) to place the organisational structure and apparatus of personnel management in Tirumala Tirupati Devasthanams on a more viable footing paving way for
the establishment of smooth, cordial, peaceful and harmonious relations between management and employees so as to enable the Tirumala Tirupati Devasthanams to have a smooth functioning of its organisation, administration and management.

**Scope of Present Study**

This research work is confined to a study of various problems of personnel management in Tirumala Tirupati Devasthanams. Personnel management is of infinite dimensions, any amount of writing or discussion on personnel management will be inadequate. Human nature is also unpredictable. Hence, any attempt at conducting an indepth study of all the problems of personnel management will be inadequate. Hence, the scope of this research study is confined to the following aspects only:

1) Manpower Planning, Organisation & Development;
2) Recruitment;
3) Induction or Orientation Programme;
4) Personnel Policies and Programmes;
5) Placement;
6) Job Evaluation;
7) Wages and Salary Administration;
8) Employee-Training Programmes;
9) Promotions;
10) Transfers;
11) Employees' Welfare Programmes;
12) Incentives for Employees;
13) Code of Discipline;
14) Employee-Participation in Management;
15) Performance Appraisal Programmes;
16) Communication System and Channels;
17) Grievance Handling;
18) Disciplinary Action;
19) Discharge/Termination/Suspension/Dismissal;
20) Job Satisfaction;
21) Industrial Health and Safety;
22) Social Relations between Management and Employees;
23) Personnel Records;
24) Overall Evaluation.

Period of Study

The period of the present study is confined to ten years from 1975-76 to 1984-85. Every possible effort is made to collect as much information as possible on all matters of personnel management in Tirumala Tirupati Devasthanams relating to earlier periods also, starting right from the inception of the Board of Trustees. However, due to the paucity of the required information relating to earlier periods and non-availability of the required data for research, this study is
confined to a period of ten years only. A detailed study is made on various aspects of personnel management referred to earlier. Of course, every possible effort has also been made to include in this research work several other aspects of personnel management also wherever the required data is forthcoming.

Methodology of Research

Sources of Data Collection: The required data is collected from various primary as well as secondary sources. The primary sources of data collection, for this research work are the records available in the offices of the Tirumala Tirupati Devasthanams. The various files, notes, circulars, letters, manuals, annual reports, schedules of establishment, etc., available in the Tirumala Tirupati Devasthanams offices provide first hand information to the researcher on various aspects of personnel management in Tirumala Tirupati Devasthanams the theme of this research work.

The secondary sources of data collection are the various publications brought out from time to time by the Tirumala Tirupati Devasthanams, Government of Andhra Pradesh, Employees' Unions of Tirumala Tirupati Devasthanams and Commercial Institutions and Organisations. Books, journals, monographs, pamphlets, etc., of the Tirumala Tirupati Devasthanams available in
the public libraries, university libraries also form an important source of secondary data for this research work.

In addition to these, the researcher has constructed two sets of questionnaires addressed to the supervisory and non-supervisory staff of Tirumala Tirupati Devasthanams to elicit information, opinions, observations and findings, etc., on various aspects of personnel management in Tirumala Tirupati Devasthanams (referred to earlier). Some unstructured interviews have also been conducted with office bearers of the various employees unions present as well as the past, experts, officials and non-officials connected with the Tirumala Tirupati Devasthanams administration in one way or other.

**Sample Frame Work**

A random, stratified, purposive-cum-selective sample frame work has been worked out to conduct interviews with the help of the questionnaires and to pick up the respondents for the interviews to be conducted by the researcher. As stated already, there are about 6,300 employees on the pay rolls of the Tirumala Tirupati Devasthanams scattered in about 35 departments/institutions. It is decided to select at least 10 per cent of these employees for the purpose of conducting
interviews with the help of questionnaire. Hence, 625 employees, 600 in non-supervisory cadre and 25 in supervisory cadre have been chosen for the purpose of conducting the interviews. The actual process of selection of various respondents working in different departments/cadres is based upon the sample frame work referred to earlier.

The details of the sample frame of supervisory and non-supervisory respondents and the computation of the actual number of respondents in these two categories are shown below.

Ten per cent stratified Random Sampling was done while conducting sample survey. Out of 250 supervisory staff, 25 officers were interviewed and out of 6,000 non-supervisory staff, 600 were interviewed. The details of the actual number of non-supervisory staff employees in different cadres interviewed are furnished in Table 1.1.
TABLE SHOWING THE DETAILS OF NON-SUPERVISORY STAFF EMPLOYEES INTERVIEWED IN DIFFERENT CADRES

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Cadre</th>
<th>Total No. of employees</th>
<th>No. of employees interviewed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Class-IV employees</td>
<td>2,000</td>
<td>200</td>
</tr>
<tr>
<td>2.</td>
<td>Shroffs and Assistants</td>
<td>800</td>
<td>80</td>
</tr>
<tr>
<td>3.</td>
<td>Technical staff</td>
<td>700</td>
<td>70</td>
</tr>
<tr>
<td>4.</td>
<td>LDCs</td>
<td>850</td>
<td>85</td>
</tr>
<tr>
<td>5.</td>
<td>UDCs</td>
<td>750</td>
<td>75</td>
</tr>
<tr>
<td>6.</td>
<td>Superintendents</td>
<td>150</td>
<td>15</td>
</tr>
<tr>
<td>7.</td>
<td>Teaching staff</td>
<td>750</td>
<td>75</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>6,000</td>
<td>600</td>
</tr>
</tbody>
</table>

SOURCE: Researcher's compilation

Both supervisory and non-supervisory respondents were chosen at random so as to cover all the employees employed in all the departments, institutions, sections, etc. Out of 250 supervisory staff, 25 were picked up (i.e. 10% for interviews). Heads of Sections, Departments, Institutions and other supervisory staff were picked up at random for interview.

Tools of Analysis

Formula:

i) Linear growth trend equation: \( Y = a + bt \)

ii) Compound growth trend equation: \( Y = ab^t \)
Where in both (i) and (ii): Y is the dependent variable (like CP, CR, RR and RP) and t is the number of years; \( a \) = intercept constant) and \( b \) = regression coefficient or trend value.

Further, linear growth rate (LGR) has been defined as:

iii) \[ \text{LGR} = \frac{b}{\bar{Y}} \times 100 \]

where \( \bar{Y} \) is the mean value of the dependent variable.

Similarly, compound growth rate (CGR) has been defined as:

iv) \[ \text{CGR} = (b-1) \times 100 \]

v) Standard error of linear growth rate:

\[
\text{SE} (b) = \sqrt{\frac{\sum Y^2 - a \sum Y - b \sum Y \cdot t}{(n-2) \sum t^2}}
\]

Where \( t \) and \( y \) are measured from their respective arithmetic means and \( n \) is the number of years.

vi) Standard error of compound growth rate:

\[
\text{SEC} (b) = \sqrt{\frac{\sum \log y^2 - \log a \cdot \sum \log y - \log b \cdot \sum t \cdot \log y}{(n-2) \sum t^2}}
\]

vii) The 't' test for testing the significance of the linear growth rate is:
t = \left\{ \frac{\sum(y - \bar{y})^2 - b^2 \sum(t - \bar{t})^2}{(n-2) \sum (t - \bar{t})^2} \right\}^{1/2}

The 't' test for testing the significance of the compound growth rate is:

\[ t = \frac{b - \beta}{SE(b)} \]

\[ SE(b) = \sqrt{\frac{l}{\sum_{i=1}^{n} (y_i - \frac{\sum y_i}{n})^2}} \]

Where \( S_{yy} = \sum (\log y)^2 - (\sum \log y)^2 \)

\[ S_{tt} = \sum t^2 - \frac{(\sum t)^2}{n} \]

The 't' statistic (in both the cases) is distributed as students' 't' with (n-2) degrees of freedom.

Hypothesis

The hypothesis of the present study is that the personnel management in Tirumala Tirupati Devasthanams is modelled after the bureaucratic and rule minded administration of the State Government. There are no separate principles, procedures, practices, etc., of the personnel management as such in Tirumala Tirupati Devasthanams administration. The relevant Government rules and regulations laid down in various codes, manuals and Government orders brought out by the Government of Andhra Pradesh are adopted in Tirumala Tirupati Devasthanams. There is widespread resentment, dissatisfaction and disagreement with several of the personnel management practices/policies and procedures adopted in Tirumala Tirupati Devasthanams.

Plan of the Thesis

The plan of the thesis is as follows:

CHAPTER ONE deals with the nature and scope of this research study, the review of the past literature, need for the present study, period of the present study, hypothesis of the study, objects of the study, methodology of research, limitations of the study, plan of the thesis, significance of the study and hints for future researchers.
In the **CHAPTER TWO**, a brief profile of Tirumala Tirupati Devasthanams is furnished. The historical perspective, the origin and growth of Tirumala Tirupati Devasthanams, its organisational structure, functions, management, the role of the Andhra Pradesh State Government in the administration of the temple, the different statutes passed from time to time and their role in restructuring and reorganising the temple administration, details of statutory powers of various bodies constituted under the Act for the management and administration of the temple, different services rendered by the temple and the administration of finances of the temples, etc., are discussed in this chapter.

**CHAPTER THREE** deals with various aspects of personnel management in Tirumala Tirupati Devasthanams. Factual analysis of the organisational structure and functioning of personnel management in Tirumala Tirupati Devasthanams are discussed in this chapter.

**CHAPTER FOUR** deals with various problems of personnel management in Tirumala Tirupati Devasthanams.

Suggestions, Summary and Conclusions are presented in **CHAPTER FIVE**.
Limitations of the Study

In spite of all the earnest efforts made by the researcher to collect all the details of personnel management in Tirumala Tirupati Devasthanams, the required information was not forthcoming from the offices of Tirumala Tirupati Devasthanams as well as the respondents, supervisory and non-supervisory, due to reasons best known to them. As some of the problems dealt with in this study are purely of a delicate nature, touching upon the levels of efficiency, sincerity, honesty, integrity, ethics, morale, rational and judicious processes of decision-making on various aspects dealing with the employees, some of the respondents, supervisory as well as non-supervisory were not ready to give all the details of information called for in the course of this research study. This is of course an important limitation of the present study. Apart from this, there is no separate department for personnel management in Tirumala Tirupati Devasthanams. At present, all these matters are looked after by the establishment section. The establishment section of the Tirumala Tirupati Devasthanams is also guided by the various rules, regulations, procedures, practices, evolved by the Government of Andhra Pradesh from time to time.
The Tirumala Tirupati Devasthanams authorities have not evolved any Code of Conduct, rules and regulations of their own for managing its personnel. This is also a great limitation of the present study. Inspite of all these limitations, the researcher has made an earnest attempt to collect as much information as possible and analyse and present the same in this thesis.

**Significance of the Study**

As stated already, Tirumala Tirupati Devasthanams does not have any separate set of codes, manuals, rules, regulations, procedures, practices, etc., to manage its personnel numbering roughly 6,300 as on 1985, spread over nearly 35 Departments/Institutions/Sections located not only in Tirupati and Tirumala but also at different other places in India. Most of the decisions on all problems of managing these personnel were based upon the codes/rules/regulations framed by the Government of Andhra Pradesh. Apart from this, there is no personnel department in Tirumala Tirupati Devasthanams. Almost all important decisions dealing with various aspects of managing these personnel are arrived at by the Chief Executive of the Tirumala Tirupati Devasthanams organisation i.e., the Executive Officer.
The researcher is not aware of any study conducted so far on these various problems of personnel management in Tirumala Tirupati Devasthanams. All the facts stated above speak volumes of the need and significance of the present study. The researcher is of a firm opinion that the various observations, analysis, findings, conclusions, drawn and suggestions given in the course of this research study would be certainly of immense utility and value not only to the various officials dealing with the personnel management in Tirumala Tirupati Devasthanams but also to all the officials dealing with the organisation, administration and management of Tirumala Tirupati Devasthanams. Some of the suggestions, findings, and analysis, etc., drawn in the study may be of great help to other religious institutions also, where identical type of activities are carried on and where a large number of persons are employed and where there is a distribution of the employees of the organisation over various departments and institutions, etc., as is observed in Tirumala Tirupati Devasthanams.

Hints for the Future Researchers

As stated already, this research work is a pioneering study on the problems of personnel management in Tirumala Tirupati Devasthanams and in fact on the problems of personnel management in any religious institution
in India. Though every possible effort is made to critically evaluate the activities of the various departmental officials, etc., employed in managing the personnel in Tirumala Tirupati Devasthanams, there may be some limitations (a few hints of which have already been given earlier). Apart from this, a study of a wide spectrum of problems has been undertaken in this research study. Though every effort is made to focus on these various problems, any number of micro level studies can be undertaken in future by some researchers to throw greater light on the various problems discussed in this thesis.

We have so far discussed the methodology of this research study and various limitations and significance of the study. In the Chapter that follows (Chapter II) a brief profile of Tirumala Tirupati Devasthanams, giving therein the historical perspective and various other aspects of management and organisation, etc. of the Tirumala Tirupati Devasthanams is furnished.