Chapter-7
Citizen Centric Administration
7.1 INTRODUCTION

The surfacing of new technological reforms with the fundamentals of critical thinking is aimed at transforming the role of the government along with its functions and services. The role of the government is being solicited to that of an enabler and facilitator rather than just a provider of services. This transitioning role needs a collaborative approach between its various stakeholders, both inter and intra organizational. The principles of public administration are defined by the essence of its relationship with the citizenry. As ‘public’ is the real interface of the conceptual intellectuality (of administration) into practical implication coupled with moral and financial obligations; thus, corroborating needs into action.

In a democratic set up based upon the growing alliance between the state and the market there is an emergence of a new collaborative relationship whilst the actors of public administration has to maintain certain standards of public distinctiveness, reinforces its authenticity, sets an ethical standards with the simultaneous determination of its duties and responsibilities in reference to the management of private sector.

Therefore, participatory governance is one of the most important challenges of political development faced by the administration. The government must not only be owned by the community but also a pressure should be created time to time from various groups of the society for the purpose of decision making. It implies that the people do as a matter of their role as sovereign in a democratic form of government. The area of people’s participation involves administrative decision making and its implementations.

Manpower resources are the most crucial of all other resources as it is an indispensable means of converting all other resources for the benefit and usage of human civilization. The answer to all the key problems lies in the means of development undertaken to emancipate the employability applied in the human resource development for the national growth. Irrespective of the historical, economic, social or political background of the country, manpower is the pivot of all
human organizations. Thus, training holds the fundamental key of unlocking the human potential to foster opportunities of growth and development.

As an acquisition of knowledge and skills to enhance and improve the competencies, training is referred to as the lynchpin of development in a progressing society. The process of urbanization is the paradigm shift which has transcended the societal fabric, however, the bottlenecks of this transition has not been able to achieve the set milestones. Training, thus, an amalgamation of knowledge related skill development, capability building program, with a criteria of enhancing the productivity; is a branch of human resource development which is an imperative of resource allocation and utilisation. Thereby, training and development, both are directly proportionate entities as they help in increasing the morale of the personnel, help in the development of efficiency, and create better inter-personal relationships, reduced levels of supervision, increased organizational flexibility and liability to facilitate the levels of productivity of the operating agencies/ organizations.

An essential element of human resource, training is the fastest growing aspect human resource management. It is through training that the organizations fostering the development and growth of society are able to achieve the sustained targets. This is referred to as the ‘course of diet and exercise’ for the development of cognitive, psychomotor and effective skills of employees assisting the functionality in an organization (Ezeani&Oladele, 2013). Thus, the training methodologies undertaken should be the most pervasive aspects of enhancing the productivity of the employees whilst communicating the objectives of the organization to its personnel.

In a nutshell, creating a policy framework for forming a suitably skilled and competent workforce depends upon the provision of the availability of a quality educations system, generating a link between the supplies in the market and the workforce, enabling the workers and the enterprises to adapt to the technological changes; and anticipating skill development based on future prospects. As, when this need based approach is applied to the society it will garner a virtuous circle with better education and training fuelling innovation, economic diversification, investment and preparing the future generations with life enhancing skills endowing them with continuous social and occupational mobility.
7.2 NEED FOR A CITIZEN CENTRIC ADMINISTRATION

The dawn of urbanization has brought along the manifestations of globalization and societal diffusion by technology, wherein, equipping the workforce with the latest advancements is being considered as the pivot of governance. As new opportunities are flourishing and replacing the old ones, also within each avenue there is the requirement of promoting new areas; this will provide stable, sustainable and balanced platform for an equitable growth of the society. Therefore, today each country’s development depends upon how many of its people are working and how well the work is skilled to cope the challenging needs of the society.

The governance in these dynamic times needs to be more participatory and transparent in order to be citizen centric. This will further aid the government to be more efficient, diligent and responsive; moreover, the servitude of the government organizations should be permeable by its populace. Also, to promote the concepts of welfare state there has to be accountability in the government procedures with the evaluation of it purely based on the citizen satisfaction. This picture when viewed at the global connotation does not fetch equilibrium due to the following bottlenecks:

- ATTITUDINAL PROBLEM OF THE ADMINISTRATION
- LACK OF ACCOUNTABILITY
- RED TAPISM
- LOW LEVELS OF AWARENESS AMONGST THE CITIZENS
- INEFFECTIVE IMPLEMENTATION OF RULES AND LAWS
- ABSENCE OF TECHNOLOGY/INNOVATION

There is no such measure of the government performance, globally; however, various countries have come up with various mechanisms to suit the satisfactory quotient of their populace. The absence of any such yardstick of development, its only analysis and conclusions through which we can anticipate the standards of governance; moreover, the over hauling growing pace of the society coupled with literary rates,
expansive economic growth, improved health indices, technological interventions, etc. have created a dual image of government in the minds of its people. As on there are facets assuring global progressive growth and on the other hand there are connotations of retrogressive improvement.

7.3 EMINENCE OF CITIZEN CENTRIC ADMINISTRATION

As in a well-functioning democratic society people trust their governmental institutions and the administrative machinery, by actively participating in elections, through civic organizations, volunteer for giving back to their smaller or larger communities, because they believe that their personal contribution can make a difference. However, public opinion polls indicate that since the 1990s many Americans have gradually lost confidence in government institutions. Natural and social disasters, the economic crisis and the growing terrorist threat in the past decade have all brought about powerful public criticism of the performance of government institutions at all levels. (Tapscott, 1996; Salamon, 2002; Kamarc, 2002; Behn 2002; Walsh, 1999) OECD data reveal similar tendencies in most of our European target countries regarding the degree of confidence in governmental institutions and public administration. In 2010 in Hungary, only 40% of people say they trust their political institutions, which is one of the lowest rates in the OECD area, where the average is 56%. These rates in other countries are in turn the following: 49% in Italy; 53% in Germany; 58% in the USA; 68% in Norway; and 72% in the Netherlands. While in the United States the citizen confidence is somewhat higher than the OECD average, the Northern European states are considerably ahead of the others, and Hungary is significantly lagging behind.

“There are also large cross-country differences reflecting similar trends in confidence in the national governments: the Netherlands is at the top with over 65%, followed by Norway around 55%, the USA slightly over 40%, Germany close to 40%, Italy hardly over 30% and Hungary closing the line with 25%, where the OECD average is around 40%. It is important to note that national institutions display higher trust in every surveyed country than the national government. Indicators suggest that civic engagement is closely linked with the subjective evaluation of the performance of the institutions and confidence in them. (OECD, 2011) In our target countries civil engagement shows diversity from moderate to average in most places and it is
considerably higher only in Norway and the Netherlands, suggesting there is room for broader social inclusion and the adaptation of best practices in several fields.”1

The citizen-administration relationship in India has undergone diverse manifestations over the period of time, wherein, the changes have been from cradle to grave. The concept of citizen engagement in administration dates back to the times of Kautilya, in his treatise, ‘Arthashastra’ enunciated the centrality of the people (subjects) in the King’s (administration) deeds; furthermore, Mahatma Gandhi advocated the concept of ‘Su-raj’. The makers of the Constitution have elucidated the role of the State at all three levels i.e. Union, State and Local, through its organs aka Legislature, Executive and Judiciary and through the principles of the Constitution i.e. the Fundamental Rights and the Directive Principle of the State Policy which embody the connotations of Welfare State to empower its populace. The changing dynamics of the society saw the institutionalization of organizations viz. the National Human Rights Commission, National Women’s Commission, National Consumer Disputes Redressal Commission, the Lokpal and the Lokayukta, etc. However, the government initiative of creating robust legal framework does not stop here as it encompasses several laws and bye laws, namely, the Right to Information Act (2005), the National Rural Employment Act (2005), the Right to Service Act (2012) with the simultaneous updation of existing laws creating ground for new laws through various Commissions and Committees. These coupled with certain legal provisions, have aimed at the promotion of tools such as e-governance, transparent and accountable governance, refurbishing of the human capital, system of social audit, etc. have managed to set up an atmosphere, thus, fostering citizen centric administration.

The essence of citizen centric administration is defined by the administrative efficiency which has its roots embedded in a dedicated and competent workforce. Although, there are other factors promoting the corresponding culture, however, the in order to run the system the role of the personnel is inevitable. To this, the Second Administrative Reforms Commission in its Tenth Report, “Refurbishing of Personnel Administration”, had laid certain the standards to upgrade and abreast the personnel management as it not leads to the effectiveness of an organization with the

simultaneous accomplishment of set goals and achievements. As part of the global community, today every nation can seek frontiers of development by harnessing its human potential as the dynamics of the society are driven by factors such as globalization of economy, induction of technological advancements and increased competitive market forces; which all demand an imperative human capital growth.

The factual connotation of human resource development, especially through training is determined by the civic engagement as the former is not merely the gathering of information and harnessing support from its populace rather the development of a sense of community and participatory citizenship to foster the democratization in a democratic society. With the changing socio-economic structures, societal principles and performances the fashion and methodology of the process of public administration and citizen participation have undergone drastic changes, whilst drawing a communication link. Thus, citizen engagement has not only become a central tenet of government but has drawn ample attention for academic research, especially, with respect to the needs of the community people.

7.4 TRAINING: AN IMPERATIVE OF HUMAN POTENTIAL

The role of training in enhancing the functions of the employee in an organization is imperative as it incorporates the interests of both the individual and the organization. It is through the continuous up gradation in the form of pre-service training, in-service training, training design, delivery style and organizational performance that measures the human quotient in a corresponding sector. Moreover, training of the in-service personnel has long term benefits as it adds to their work experiences and competencies, further enhancing the potentiality of the organization.

In the field of public administration, the most crucial challenge of a government is the development of its personnel system. This further widens with the ever expanding role of the administration, wherein, the role of the organization and its employees has been increasing with the need and demands of the people, also escalating their competencies and expertise. Most importantly the State has entered into the connotations of social, economic and welfare speciality, thereafter, the zone of administrative functionality has increased many fold times. This transition has questioned the cult of amateurism prevailing in the field of public administration.
Thus, there needs to a creation of a systematic pattern of training to be induced at all levels of the administrative machinery, which can devise a well-concentrated programme to ensure competent training and development with the incorporation of a broad mental outlook and intelligent perspective.

Different countries over the period of time have successfully adopted new methodologies of training for the cultivation of a vocational expertise. For example, in the United Kingdom, the Assheton Committee and the Fulton Report laid the paradigm of training as an essential component of organizational development. In United States of America it was in the ambit of an executive order by the President in 1967, followed by the establishment of the Office of Personnel Management (OPM). France, as a nation also has worked significantly over the years on the training prospect through the establishment of various training institutions and colleges. India, as a country saw a two phase development in the process imparting training, primarily training under the British Period was controlled and made for the British personnel managed at the Haileybury College (1806), however, the informal training received by the new recruit had a long lasting impact. The post-independent period saw transition of traditional methods to Organization & Methods Approach through the channels of various committees and commissions (Gorwala Report, 1953, Administrative Reforms Commission, etc.) and various pioneering institutions emphasising the essence of personnel management.

Moreover, every organization needs to train and upgrade its personnel to reduce the gap between the needs and the demands catalysed by the societal advancements. As a process of learning and sequenced programmed behaviour, training is primarily an application of knowledge; which provides the incumbent improve the performance of the current job whilst preparing them to adapt to the changes of the intended job. Thereby, as an amalgamation of various techniques the process of training has been weaved six basic modules to suit the social, economic, political, administrative and technological changes, namely,
Thereafter, it is imperative to develop a strategic approach to match the considerable difference between the prospects of the organization in favour of the society, where there has been a significant development of factors promoting the growth of the former through the available human potential. One of the pivotal reasons of the recent focus on human resources practices, especially training the personnel in the ambit of the above mentioned facets is the changing internal and external conditions, new emerging issues in management-organization relationships, breakthrough advent of innovation and technology and massive drift of population from rural to urban milieu aka urbanization. Therefore, the training issues have to be addressed at the utmost priority with a focus at all levels of hierarchy.

7.5 LIAISON OF URBANIZATION, ORGANIZATIONAL EFFECTIVENESS AND TRAINING

Urbanization is an obvious outcome of growth and progress in a society. The rapid expansion of population, both in developed and developing countries, over the years have been accompanied by the high levels of concentration of human settlements,
thus, transforming the edifice of cities. This structural change has had its effect on the various aspects that comprise the both intra and inter-organizational infrastructural developments, especially constituted by an economic spread out. This transition has not been overnight as the gradual pace of human growth fostering urban development has been associated with high gross domestic product, increased per capita education, enhanced quality of life, new mechanisms of internal and fiscal governance, intergovernmental arrangements, regulatory and financial tools for intercity connectivity, an administrative machinery with specialization in urban and regional planning, creation of institutions focusing on national and local conservation of resources, especially the land utilization strategies, a flexible policy framework; lastly, adoption of methodologies to match or adapt to the societal dynamism. Thus, it becomes necessary to create a framework between urbanization and the administration; as here the representative of the latter is the organization which serves the purpose of administering the society. Henceforth, the growth of organizational effectiveness is inevitable to cultivate facets of urban planning and growth to foster efficient service delivery connoting development.

All these situations which the world is experiencing, in reference to the urban and spatial extent of the corresponding phenomenon there is a dire need to espouse certain measures to reduce the undesirable outcomes and to strengthen their benefits. A prime solution in this case is the orientation of the cities i.e. the administrative machinery involved, therein, with sustainable development and optimum resource allocation as their set targets. Also, there needs to be creation of new opportunities to harness the available human capital. Thus, the indispensable role of an organizational structure comes into action; thereafter, making organization the lynchpin of administrative machinery in a society and personnel system its aforesaid cornerstone.

“Today as a result of the complex and competitive environment organizations are facing numerous challenges with a direct impact on their attribute of functionality affecting the input constituted and the output expected. The effectiveness of the organizational machinery is a matter of sombre concern for its sustainable existence. Employees today, thus, constitute the assets of an organization and their emancipation is a significant contributor of success and growth of an organizational edifice. In the ambit of this growth struck world, organizational effectiveness through the channels of training is the main component to counter economic spread for the survival of all
types of organizations. The avenue of organizational effectiveness has drawn significant attention of various researchers across different academic disciplines. Since there is an assortment of organizational conceptualizations that exist, this prompts issues with defining meanings of and evaluating criteria of effectiveness, prompting a need for a mixture of models of organizational effectiveness. Since associations contrast as to their societal capacities, it is reasonable that they might differ regarding size, shape, and structure. It is likewise unsurprising that they might be diverse with respect to institutional interrelationships and operational circumstances. Due to these distinctions, Ghorpade (1970) claimed that it is troublesome to discover one technique for measuring organizational effectiveness, since “criteria which fit certain associations miss the mark when connected to others”.

Training is considered to be the definite factor in enhancing the present and future employee performance by increasing their ability to perform through the development of an attitudinal change or via the learning developed to increase their knowledge and skills (Conti, 2005). Moreover, training is crucial to the enhancement of employee performance as it based upon the skill identification with resolution of problems and initiation of changes at the workplace. Through the knowledge capability a platform is given to the employees to augment their present status with the induction of developmental practices. Furthermore, to illicit the relationship between training and organizational effectiveness, various remarkable studies and observations have been made, namely, training is a one part of Human resource management practices that help employees for developing and building their competencies (Gritz, 1993). Human resource management makes new capacities and also new attitude that influence on employee’s behaviors to achieve organizational goals (Collins and Clark, 2003). In addition, firms have to present internal and external training opportunities to expand necessary knowledge and expertise of employees (Nonaka and Takeuchi, 1995). In this competitive environment, one of the main strategies to reach competitive advantage is, use properly trainings, for helping organization to achieve the goals (Cheng and Huang, 2009) by increasing organizational and employees efficiencies (Ng &Siu, 2004). Training planned for mutual benefits (employees and

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organization) contributes to high effectiveness (Tiwari and Saxena, 2012). During the last decades, researchers are focusing to identify the relationship of training, with organizational performance and have completed different dimensions in different times (Masood, 2010). Studies confirmed positive influence between training and organizational performance. ‘People are the most valuable asset’ nobody can refuse it. Companies invest in training function to enhance employee’s skills, abilities and performance (Mackelprang et al., 2012). For example, some researcher express that HRM practices have deep effect on organizational performance (Tan and Nasurdin, 2012; Qureshi et al., 2010). HRM practices such as training increase organizational performance by providing suitable and useful skills and ability in employs.3 Likewise, Paul (2009) has observed that employee training has a significant role in organizational performance as an effective instrument of change which inculcates an organizational culture whilst affective employee behaviour.

Thereby, from the above discussion, it can be inferred that employee training the benchmark of organizational effectiveness which fosters the following facets of employee growth i.e.

In today’s world where the globe has come under the umbrella of globalization, connectivity and competition the importance of training and its related developmental

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practices is undeniable. As each day marks the dawn of a new technology fostering a platform of transition and new advancements, training the employees of an organization, especially in a public sector, aids in job satisfaction and skill development; which helps them to combat present and future challenges. Henceforth, the process of training must be a continuous process raining the morale by improving the performances of the incumbents with the application of the developed knowledge and skills to the day to day activities for the betterment of the society. Thus, training should not only provide organizational effectiveness but promote a citizen centric administration.

7.6 AREA OF STUDY: LUDHIANA, PUNJAB

The unprecedented growth of urban population in the state of Punjab has posed both as an opportunity of economic growth and a challenge for its administrative machinery. The state has a massive geographical stretch 50632 square km., thus, making it the sixth most populous state in the country with 39.47 percent of the state’s population accommodating the urban areas and making 60 percent contribution in the GDP (Census, 2011). Punjab has depicted a socio-economic growth pattern since independence; however, there has been an upward movement of urban populace in the last few decades. A glimpse of the growth patterns since 1971 has been depicted in the table below:

**TABLE 7.1: URBAN GROWTH PATTERNS (1971-2011)**

<table>
<thead>
<tr>
<th>YEAR</th>
<th>RURAL POPULATION (in millions)</th>
<th>URBAN POPULATION (in millions)</th>
<th>TOTAL POPULATION (in millions)</th>
<th>RURAL POPULATION AS PERCENTAGE OF TOTAL POPULATION</th>
<th>URBAN POPULATION AS PERCENTAGE OF TOTAL POPULATION</th>
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</thead>
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<tr>
<td>1971</td>
<td>10.33</td>
<td>3.22</td>
<td>13.55</td>
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<tr>
<td>1981</td>
<td>12.14</td>
<td>4.65</td>
<td>16.79</td>
<td>72.32</td>
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</tr>
<tr>
<td>1991</td>
<td>14.29</td>
<td>5.99</td>
<td>20.28</td>
<td>70.45</td>
<td>29.45</td>
</tr>
<tr>
<td>2001</td>
<td>16.10</td>
<td>8.26</td>
<td>24.36</td>
<td>66.08</td>
<td>33.92</td>
</tr>
<tr>
<td>2011</td>
<td>17.32</td>
<td>10.3</td>
<td>27.70</td>
<td>62.51</td>
<td>37.49</td>
</tr>
</tbody>
</table>

Source: Census (2011), (Singh & Singh, 2011)
Due various developments, namely, the green revolution, industrialization and globalization the population of Punjab has been absorbed by the large urban centres, thus, making them the plugs of urban growth and development. All these changes have surmounted about a significant pressure of various expected and sudden challenges on the resources and the organizations deployed in the optimum utilization of resources; likely causing multiple problems, especially, lack of basic amenities and infrastructural deficiency. Although, the pace of urbanization has shifted the focus of the government to the schemes and policies adopted to suit the industrial drift yet the spatial spread of the urbanism is more pronounced near the National Highways; which has resulted in the reduction of the distance between the towns and cities. This process of urban sprawl has also brought about a shift from the primary to the service sector; thus, increasing the manifestations of the administrative efficiency and capability.

One such overhauling urbanism is witnessed in the fastest growing, both on socio-economic connotations, city of the state of Punjab i.e. Ludhiana. A city magnanimously struck by developments which provide a plethora of employment opportunities, thus, ushering in migration from across the State and its neighbouring states. This aspect lays a platform for various other facets of growth mushrooming in the ambit of the economic spread witnessed by the City. Over the years the city has witnessed a haphazard growth in terms of shortage housing facilities, inadequate water supply, absence of a good sewer system, traffic congestion with absence of adequate parking facility, development of slums, and increasing levels of pollution with lack of open spaces. As economic growth has entailed the economy of the city from agrarian to industrial economy, wherein, the organizations involved in the provision of urban services are facing challenges of performance delivery because there are resources but there is absence of innovative channelization of resources.

Some of the major reasons which have brought about a staggered performance of the administration, thus, hindering the process of growth and development are lacunae in the policy making process, both physical and social; large structure of organizations with inadequate manpower; absence of political will to inculcate new frontiers of administration; slow disbursement of funds; absence of innovation and technology in the organizational work; dearth of training and organizational effectiveness; lack of administrative capability to foster citizen-centric administration; lastly, absence of
citizen awareness are a few bottlenecks which have delayed the administration-citizen communication.

7.7 DATA ANALYSIS

The course of this study has been revolving around the conceptualizations of urban planning and growth in the city of Ludhiana, wherein, various aspects of the corresponding procedure from the process of urbanization; its policy perspectives; the schemes adopted for the purpose of urban service delivery, with special emphasis on the facets of land use and town planning, solid waste management system and traffic and transportation have been extensively studied. The prime organizations which have been covered through a detailed analysis are:

- The Municipal Corporation (Ludhiana)
- Punjab Urban Development Authority (PUDA)
- Greater Ludhiana Area Development Authority (GLADA)
- Office of Town and Country Planning (Ludhiana)
- Office of Superintendent of Police (Traffic)
- Department of Transport (Ludhiana)

A description of the work analysis of the aforesaid public sector organizations have been discussed in the previous chapters; moreover during the study it two important aspects

- Lack of training and absence of clear directions has led to unprofessional attitude of the officials.
- Lack of vigilant and active citizenry has led to lowering of administrative accountability and provision of deficient services.
7.8 MATRIX SUMMING UP THE TESTING OF HYPOTHESIS (1)

HYPOTHESIS:

Lack of training and absence of clear directions has led to unprofessional attitude of the officials.

7.2 TABULAR REPRESENTATION OF THE DATA ANALYSED

<table>
<thead>
<tr>
<th>Ranks</th>
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<th>Mean Rank</th>
<th>Sum of Ranks</th>
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Test Statistics

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<td>Mann-Whitney U</td>
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<tr>
<td>Wilcoxon W</td>
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<td>Z</td>
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<td>-7.607</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
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<td>.000</td>
</tr>
</tbody>
</table>

Grouping Variable: comparison

FINDINGS

In the data collected for the aforesaid empirical study, an analysis to study the impact of in-service training among the officials and their awareness pertaining to latest trends have been analysed in the various operating agencies. This was achieved through a structured questionnaire with formal/informal interview from a sample size
of 300 i.e. 150 officials and 150 citizens, using the Rensis Likert 5-Point Scale, the data was analyzed using the Mann-Whitney Test. Through the test the mean rank of two (2) questions was carried out with the following observations.

The test so conducted had two independent variables i.e. the Officials and the Citizens, whereby, the results upon analysis depicted the following observations:

- The mean rank of the responses is ordinal.
- As the p value (significance) is less than 0.05 then the data analyzed is significant.
- The two groups considered for analyses have different opinion for the given question.
- Null hypothesis
- In Questions 29 and 35 the mean values of the officials is greater than that of the citizens, thereby, the officials are more dissatisfied than the citizens.

A bar chart or bar graph is a chart or graph that presents categorical data with rectangular bars with heights or lengths proportional to the values that they represent. A grouped bar chart, also known as clustered bar graph, multi-set bar chart, or grouped column chart, is a type of bar graph that is used to represent and compare different categories of two or more groups. As the categories are grouped and arranged side-by-side, the bar clusters make easy to interpret the differences inside a group, and even between the same categories across groups.

Furthermore, through a bar chart the percentage value of their responses of the two groups i.e. the Officials and the Citizens have been calculated, which have the following observations:
A. FIGURE 7.1

1. In the first bar chart the responses of the Officials is more dissatisfying than the Citizens with the former having a percentage share of 70%, 55%, 30% and 60%, respectively.

2. The question dealt with the analysis of awareness among the officials and citizens, wherein, the officials were found to be less or least informed about the latest advancements in their respective fields.

B. FIGURE 7.2

1. In the above mentioned bar chart the responses of the awareness level of the Citizens is more satisfied than the Officials.
2. The awareness of the citizens is at 80% and 54% respectively.

3. The awareness of the officials is 50%, 40% and 45%, respectively.

**STATUS OF THE HYPOTHESIS: Accepted**

**7.9 CONCLUDING OBSERVATION (1)**

The following concluding observations have been inferred on the basis of testing and analysis of data to validate the hypothesis.

**ANALYSIS**

Every organisation needs to have well trained and experienced people performing different tasks endeavoured for an effective and productive organisational growth. Training as a process is necessary not only to increase the skills of the incumbent but also magnifies the versatility and adaptability. The demanding needs of the societal fabric struck by the meteoritic effect of urbanisation it becomes imperative that employee training and development is not a mere activity that is desirable but is also a commitment, wherein, an organisation perpetrates to maintain its viability and knowledge.

During the course of the study conducted the various organisations studied in its ambit are the Punjab Urban Development Authority, Greater Ludhiana Area Development Authority, Municipal Corporation (Ludhiana), Town and Country Planning Office (Ludhiana), Traffic and Transport Department (Ludhiana) it has been analysed that:

- The growing intensity of the urban populace does not match the institutional capacity, thus, urban planning and development is sub-standard and haphazard.

- Moreover, the training and development of the personnel in various departments is confined to Group I and II of the services, however, the Group C i.e. the Upper division Clerks, the Lower Division Clerks, Assistants, etc are deprived of an in-service training. Thus, there is absence of both technical and mechanical approach in their performance.
• The lack of training has also resulted in slow arrival of technology in various facets of the administrative machinery. As through training the operationalization of the tasks becomes easy and swift which was found to deficient in many public offices.

• Also, absence of training has hindered the inter-state exchange of information, thus, the personnel lacks the updated knowledge of latest developments in their sphere. This further leads to stagnation of professional approach.

7.10 MATRIX SUMMING UP THE TESTING OF HYPOTHESIS

(2)

HYPOTHESIS: Lack of vigilant and active citizenry has led to lowering of administrative accountability and provision of deficient services.

7.3 TABULAR REPRESENTATION OF THE DATA ANALYSED

<table>
<thead>
<tr>
<th>Ranks:</th>
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<th>N</th>
<th>Mean Rank</th>
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### Test Statistics

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a. Grouping Variable: comparison

### FINDINGS

In the data collected for the aforesaid empirical study, an analysis to study the impact technology on the awareness of the citizenry pertaining to latest trends have been analysed in the various operating agencies and amongst the citizens. This was achieved through a structured questionnaire with formal/informal interview from a sample size of 300 i.e. 150 officials and 150 citizens, using the Rensis Likert 5-Point Scale, the data was analyzed using the Mann-Whitney Test. Through the test the mean rank of four (4) questions was carried out with the following observations.

The test so conducted had two independent variables i.e. the Officials and the Citizens, whereby, the results upon analysis depicted the following observations:

- The mean rank of the responses is ordinal.
- As the p value (significance) is less than 0.05 then the data analyzed is significant.
- The two groups considered for analyses have different opinion for the given question.
- Null hypothesis
- In all the questions the mean values of the citizens is greater than that of the officials, thereby, the citizens are more dissatisfied/ less interested in the administrative machinery.
A bar chart or bar graph is a chart or graph that presents categorical data with rectangular bars with heights or lengths proportional to the values that they represent. A grouped bar chart, also known as clustered bar graph, multi-set bar chart, or grouped column chart, is a type of bar graph that is used to represent and compare different categories of two or more groups. As the categories are grouped and arranged side-by-side, the bar clusters make easy to interpret the differences inside a group, and even between the same categories across groups.

Furthermore, through a bar chart the percentage value of their responses of the two groups i.e. the Officials and the Citizens have been calculated, which have the following observations:

A.

![FIGURE 7.3](image)

**FIGURE 7.3**

- In the preceding bar chart, the officials and citizens responses 100 percent for the three groups of officials to the presence of an ecological, economic and heritage facet of urban planning to enhance the quality of life in the city.

- However, some officials (councilors) do not agree such an approach in planning with a 70 percent response.
B.

In the second bar chart, both the officials and citizens have agreed to the fact that the city has undergone spatial, sociological, and economic changes to cater to the dynamics of the societal manifestations.

However, there are some citizens who partially agree to the same with 100 and 80 percent response.

Also, a group of citizens, namely, the permanent citizens do not agree that the changes have been beneficial to the populace.

C.

In the third bar chart, it is the officials who have responded positively with a 100 percent response to the planning potential of the administration.
However, the citizens have a negative response nearly with 70 percent and less disagreement.

The permanent and literate section of the citizens disagrees with 65 percent responses, respectively.

STATUS OF THE HYPOTHESIS: Accepted

7.11 CONCLUDING OBSERVATION

The following concluding observations have been inferred on the basis of testing and analysis of data to validate the hypothesis.

ANALYSIS

Despite the theoretical disagreement about the proper definition and practice of participation, it is now widely understood by people in all sectors of the development industry that such involvement can lead to more appropriate and sustainable development solutions and stronger citizen groups and communities. Yet, there is almost universal uncertainty as to the best way of involving local communities in any given situation. The ways of citizens involvement in urban planning can vary a lot, each community needs to devise its own community planning process carefully to suit local conditions. A vast range of methods is available with different uses and characteristics. These methods have long been used in public participation and certainly have their remarkable benefits and advantages that have proven efficiency for a long time in this field. However, there are some technical and financial disadvantages of using them which cannot be ignored for their great effect on the quality and quantity of community participating. Planners can strive to give citizens a meaningful role in the development of plans and ensure that information is made available to the public in a convenient format and sufficiently in advance of any decision. Given this professional culture and ethical requirements, a clear model to use the internet and other tools of technology should be used to facilitate participation, which will be professionally useful. It may also be possible that as the technology addresses concerns raised by critics about conventional practices, allowing for new forms of information dissemination, social interaction and collaborative working.