Chapter No. 5

Finding and Suggestions

5.1 Findings

5.2 Testing of Hypothesis

5.3 Suggestions
Finding and Suggestions

5.1 Findings

In the present research, a comprehensive and critical study and analysis of administrative set up, official management and financial management of some of the prominent temple trusts from different parts of Maharashtra is undertaken. Following are the conclusions drawn from the study –

1) The Indian Hindu culture is governed dominantly by the Hindu deities. Indians have unfathomable belief in the deities. Out of this belief, the temple trusts earn huge amounts of income in the form of donations. In order that income received is put to use for appropriate uses, all the temple trusts from respective parts are under the direct and indirect control of respective states. In Maharashtra, in order to administration and management of Shri Saibaba Temple Trust, Shirdi and Vitthal Rukmini Temple Trust, Pandharpur, the Govt. of Maharashtra has enforced separate laws respectively in year 2004 and 1974 and has exerted complete control over temple trusts.

2) Out of the temple trusts chosen for the current study, Tuljabhavani Temple, Tuljapur and Vitthal Rukmini Temple, Pandharpur have a history of many years, whereas Shri Saibaba Temple, Shirdi has a history of only a few years. In spite of it, the progress made by Shri Saibaba Temple Trust, Shirdi far more exceeds that of other temple trusts.

3) The administrative management of temple trusts is controlled by Revenue Officers such as Collector and Tehsildar. These officers look after the management of temple trusts on behalf of the govt.

4) From March, 2012, the District Judge of Ahmednagar District is the Chairman of Shri Saibaba Temple Trust, Shirdi and the District Collector of Ahmednagar District
and the Chief Executive Officer (C.E.O.) of the temple trust are working as its members.

5) The District Collector of Osmanabad district is the Chairman of Tuljabhavani Temple Trust, Tuljapur and the M. L. A. of Tuljapur Taluka, President of Municipal Council, Tuljapur and Special Duty officer (S.D.O.) work as members.

6) On Vitthal Rukmini Temple Trust, Pandharpur, there is no control of Revenue Officers. The Chairman of the temple trust is appointed by the Govt. of Maharashtra and 12 members from different fields look after the affairs of the temple trust.

7) For the management of Shri Saibaba Temple Trust, Shirdi, there are a total of 32 departments, out of which 4 departments are concerned with academic campuses run by the temple trust and 2 departments are concerned with the management of hospitals run by the temple trust.

8) The management of Tuljabhavani Temple Trust, Tuljapur is run under 13 different departments out of which 2 departments are concerned with academic campuses run by the temple trust. Tuljabhavani Temple Trust, Tuljapur doesn’t run any hospital.

9) For the management of Vitthal Rukmini Temple Trust, Pandharpur, there are a total 11 departments. This Temple Trust doesn’t run any programs concerning social responsibility such as educational campuses.

10) In Shri Saibaba Temple Trust, Shirdi, there are a total 4,626 granted posts of permanent employees and contractual employees out of which there are 2,908 permanent employees and 1,908 contractual employees. At present, there are 2,285 permanent employees in the temple trust and 1,594 contractual employees. Contractual employees are selected by a private firm. The salaries of contractual employees are made on the basis of minimum wages.
11) In Tuljabhavani Temple Trust, Tuljapur, there are a total of 69 permanent employees and 205 contractual employees. Contractual employees are selected by a private firm.

12) In Vitthal Rukmini Temple Trust, Pandharpur, there are 83 permanent employees and 140 employees are on daily wages basis. Contractual employees are selected by Vitthal Rukmini Temple Trust, Pandharpur. Daily wages employees are given daily payment depending on their experience.

13) The Deputy C.E.O. (a Tehsildar cadre officer) works as the administrative chief of Shri Saibaba Temple Trust, Shirdi. The Govt. has appointed an officer of Tehsildar cadre as Deputy Manager on Tuljabhavani Temple Trust, Tuljapur. The manager of Vitthal Rukmini Temple Trust, Pandharpur is an officer of Tehsildar cadre.

14) On behalf of Shri Saibaba Temple Trust, Shirdi and Vitthal Rukmini Temple Trust, Pandharpur, a facility for staying for devotees has been made. No such facility is made available by Tuljabhavani Temple Trust, Tuljapur. Presently, the work of Bhakt Niwas (devotee houses) is in progress.

15) Shri Saibaba Temple Trust, Shirdi has provided for lunch for the devotees at a nominal rate, whereas Vitthal Rukmini Temple Trust, Pandharpur provides free lunch to its devotees. But the facility of lunch at lower rates or free lunches isn’t available with Tuljabhavani Temple Trust, Tuljapur.

16) All the departments of Shri Saibaba Temple Trust, Shirdi are interconnected through computers, but Tuljabhavani Temple Trust, Tuljapur and Vitthal Rukmini Temple Trust, Pandharpur aren’t interconnected through computers. Yet, it’s a fact that in the functioning of all the three temple trusts, computers are used.

17) The donation process of all the three temple trusts chosen for current study is extremely transparent. On giving cash donation in office, its computerized receipt is immediately given to the donor. For donation purpose, there are secret donation
boxes which are kept in the temple area. The entire process of opening of secret donation boxes and counting amount in it is done under CC TV surveillance.

18) In Shri Saibaba Temple Trust, Shirdi, there are 161 security guards on permanent basis and 555 security guards on contract basis, recruited through a private firm. In Tuljabhavani Temple Trust, Tuljapur there 135 security guards on contract basis, recruited through a private company. In Vitthal Rukmini Temple Trust, Pandharpur, 26 security guards (Permanent and daily wages basis) are appointed through the temple trust itself and not through the agency of a private firm.

19) Shri Saibaba Temple Trust, Shirdi possesses an electricity generation plant of 2.5 megawatt capacity, through which the need for the electricity of the temple trust is met and remaining electricity is supplied to Maharashtra Electrical Distribution Co. The solar energy project of Tuljabhavani Temple Trust, Tuljapur of 33 KW capacity is functioning and all electrical equipment’s in the temple area are run on the electricity supplied through this plant. Vitthal Rukmini Temple Trust, Pandharpur doesn’t run any electricity project.

20) In all the three temple trusts, there is an Architecture Department and Construction Department for the maintenance of buildings in the area of the temple trust.

21) In Shri Saibaba Temple Trust, Shirdi, for maintaining cleanliness, modern equipment’s are used and contract of the work of maintaining cleanliness is given to a private firm. In Tuljabhavani Temple Trust, Tuljapur, cleanliness is maintained by traditional methods and the cleaning staff is appointed through a private firm on contract basis. In Vitthal Rukmini Temple Trust, Pandharpur also, cleanliness is maintained by traditional methods and the cleaning staff is appointed through the temple trust.

22) Shri Saibaba Temple Trust, Shirdi runs programs such as water supply scheme, electricity generation, educational campuses, charity hospitals etc. for discharging its duties towards the society. Tuljabhavani Temple Trust, Tuljapur runs engineering.
College and military school and thereby performs corporate social responsibility. Vitthal Rukmini Temple Trust, Pandharpur doesn’t run any such activity.

23) The temple trusts chosen for the current research use Double entry system for maintaining accounts and at the end of financial year, income and expenditure account and balance sheet is prepared as per rules of financial accounting.

24) Shri Saibaba Temple Trust, Shirdi earns revenue income under 8 different heads. In year 04-05, its revenue income was worth ₹ 62.20 crores, which underwent increment and has reached up to ₹ 273.70 crores. The average income in 8 years is ₹ 141.89 crores. The increment from year 04-05 till 11-12 is 340.03 per cent. It is analyzed in Table No. 4.01 (A).

25) Tuljabhavani Temple Trust, Tuljapur earns revenue income under 6 different income heads. In year 04-05, its revenue income was worth ₹ 6.09 crores, which underwent increment and has reached up to ₹ 16.35 crores in 11-12. The average income in 8 years is ₹ 11.17 crores. The increment from year 04-05 till 11-12 is 168.47 per cent. It is analyzed in Table No. 4.02 (A).

26) Vitthal Rukmini Temple Trust, Pandharpur earns revenue income under 10 different income heads. In year 04-05, its revenue income was worth ₹ 3.93 crores, which underwent increment and has reached up to ₹ 12.7 crores in 11-12. The average income in 8 years is ₹ 7.75 crores. The increment from year 04-05 till 11-12 is 223.15 per cent. It is analyzed in Table No. 4.03 (A).

27) Out of the total income generated by Shri Saibaba Temple Trust, Shirdi, maximum income is generated under the head ‘Income from other sources. The average income of this head is 110.63 crores, which is 76.66 per cent of the total income generated. The least income is generated is ‘Profit on sale of assets.’ which is on an average ₹ 17 Lakhs, which is 0.09 per cent of the total income. It is analyzed in Table No. 4.01 (B).
28) Out of the total income generated by Tuljabhavani Temple Trust, Tuljapur maximum income is generated under the head ‘Income from auction’. The average income of this head is ₹ 2.71 crores, which is 26.98 per cent of the total income generated. The least income is generated is ‘Income from sale of Prasad, photos etc.’, which is on an average ₹ 15.40 Lakhs, which is 0.52 per cent of the total income. It is analyzed in Table No. 4.02 (B).

29) Maximum income generated by Vitthal Rukmini Temple Trust, Pandharpur is from donation in cash and kind. The average income from this source is ₹ 3.67 crores, which is on an average 46.99 per cent of the total income. The least income is under the head ‘Income from sale of sale of photos and books which is on an average ₹ 1.47 Lakhs, which is 0.27 per cent of the total income. It is analyzed in Table No. 4.03 (B).

30) Shri Saibaba Temple Trust, Shirdi has incurred Revenue Expenditure under 8 different heads. In year 04-05, total Revenue Expenditure was worth ₹ 37.17 crores, while in 11-12, it was ₹ 156.56 crores. From year 04-05 till 11-12 average Revenue Expenditure was ₹ 81.27 crores. The increment in Revenue Expenditure till the year 11 – 12 is 321.20 per cent. It is analyzed in Table No. 4.03 (A).

31) Tuljabhavani Temple Trust, Tuljapur has incurred Revenue Expenditure under 6 different heads. In 04-05, its total Revenue Expenditure was worth ₹ 3.45 crores, while in 11 -12, it was ₹ 5.56 crores. From year 04-05 till 11-12, average Revenue Expenditure was worth ₹ 4.92 crores. The increment in Revenue expenditure till 11 – 12 was 61.16 per cent. It is analyzed in Table No. 4.02 (A).

32) Vitthal Rukmini Temple Trust, Pandharpur has incurred Revenue Expenditure under 8 different heads. In 04-05, its total Revenue Expenditure was worth ₹ 1.63 crores, while in 11 -12, it was ₹ 3.22 crores. From year 04-05 till 11-12, the increment in Revenue Expenditure till 11 – 12 was 97.54 per cent. It is analyzed in Table No. 4.03 (A).
33) Out of the total Revenue Expenditure incurred by Shri Saibaba Temple Trust, Shirdi, maximum expenditure was incurred by expenses on social responsibility tasks (expenses on other objects). The average expenditure under the head is ₹ 35.46 crores, which is on an average 40.69 per cent of the total expenditure. The least expenditure is incurred under the head ‘Loss on sale of assets’, the average percentage of which is 0.02 per cent. It is analyzed in Table No. 4.01 (A) and 4.01 (E).

34) Out of the total Revenue Expenditure incurred by Tuljabhavani Temple Trust, Tuljapur, maximum expenditure was incurred on social responsibility tasks (expenses on educational campus). The average expenditure under the head is ₹ 1.94 crores, which is 38.97 per cent of the total expenditure. The least expenditure is incurred under the head ‘Miscellaneous Expenses’, which is 0.12 per cent of the total expenditure. It is analyzed in Table No. 4.02 (B) and 4.02 (C).

35) Out of the total expenditure incurred by Vitthal Rukmini Temple Trust, Pandharpur, maximum expenditure is incurred under the head ‘Administrative Expenses’. The average expenditure incurred under the head is ₹ 1.08 crores, which is about 53 per cent of the total expenditure. The least expenditure is under the head ‘Loss on sale of books and photos’ which is 0.14 per cent of the total expenditure. It is analyzed in Table No. 4.03 (A) and 4.03 (C).

36) Detailed list of incomes under the head ‘Income from other sources’ of Shri Saibaba Temple Trust, Shirdi is attached in the Annual Audit Report. According to this, under income from other sources, maximum income is earned under the head ‘Donation from cash and kind’ (donation or charity boxes). In year 04-05, amount worth ₹ 31.10 crores was earned and in year 11-12, ₹ 160.45 crores were received. The increment in the period under question is 415.92 per cent. Other temple trusts haven’t attached detailed lists. The income from other sources of Shri Saibaba Temple Trust, Shirdi is analyzed in detail in Table No. 4.01 (C) and 4.01 (D).
37) Out of the total Revenue income earned by Shri Saibaba Temple Trust, Shirdi, the temple trust has incurred revenue expenditure on an average 61.22 per cent. Taking into consideration the income, the temple trust has incurred maximum expenses under the head ‘Expenses on management’. By deducting all the expenses from its income, i.e. surplus comes out to be 37.78 per cent on an average. Maximum surplus was seen in the year 08-09 and the least surplus was seen in the year 06-07. The expenses incurred by Shri Saibaba Temple Trust, Shirdi, on respective purposes out of the total income are analyzed in detail in Table No. 4.01 (F).

38) Out of the total income earned by Tuljabhavani Temple Trust, Tuljapur, the temple trust has incurred expense on an average 49.81 per cent on revenue expenditure. Taking into consideration the total income, the temple trust has incurred maximum expenditure on the head ‘Expenses on educational campus’ (social responsibility task). By deducting all the expenses from the income, i.e. surplus is average 50.19 per cent. Maximum surplus (70.64 per cent) was seen in year 10-11 and minimum (22.68 per cent) in 05-06. The percentage of expenditure incurred for respective purposes by Tuljabhavani Temple Trust, Tuljapur out of total income is analyzed in detail in Table No. 4.02 (D).

39) Out of the total revenue income earned by Vitthal Rukmini Temple Trust, Pandharapur, the temple trust has incurred average revenue expenditure of 28.58 per cent. Taking into consideration total income, the temple trust has incurred maximum expense under the head ‘Administrative Expenses’. Deducting all expenses from its income, i.e. surplus is 71.42 per cent. Maximum surplus (78.28 per cent) was seen in 07-08 and minimum surplus (58.43 per cent) in 04-05. The respective percentage of purposes on which the temple trust incurred expenses is analyzed in detail in Table No. 4.03 (D).

40) There is no correlation between the increment in total revenue income and total revenue expenditure of Shri Saibaba Temple Trust, Shirdi. It means that the ratio in which there is growth in total revenue income, such kind of ratio is not seen in total revenue expenditure. The percentage of growth in total revenue income from 05-06
till 11-12 was 15 per cent, 25 per cent, 25 per cent, 36 per cent, 9 per cent, 27 per cent and 31 per cent respectively, whereas the rate of growth in total revenue expenditure was 56 per cent, 39 per cent, -18 per cent, 7 per cent, 9 per cent, 34 per cent and 51 per cent respectively. It is analyzed in Table No. 4.01 (G).

41) In the total revenue income and total revenue expenditure of Tuljabhavani Temple Trust, Tuljapur, there seem to be no significant changes. The total income and total expenditure of the temple trust are ever changing. In one year, there seems to be drastic slash and in the immediate next year, there seems to be steep growth. The rate of growth of total revenue income from 05-06 till 11-12 is -12 per cent, 26 per cent, 8 per cent, 146 per cent, -13 per cent, 14 per cent and 21 per cent respectively, whereas the rate of growth in total revenue expenditure was 12 per cent, -2 per cent, 32 per cent, -25 per cent, 19 per cent, -46 per cent and 39 per cent. From this, it can be said that the rate of growth of total income and total expenditure of Tuljabhavani Temple Trust, Tuljapur isn’t quite consistent, but it is rather flexible. It is analyzed in Table No. 4.02 (E) in Chapter No. 4.

42) There is no correlation between the growth in total revenue income and total revenue expenditure of Vitthal Rukmini Temple Trust, Pandharpur. There is no correlation between the rate at which there is increment in total revenue income and total revenue expenditure. The rate of increment in total revenue income from 05-06 till 11-12 is 3 per cent, 38 per cent, 44 per cent, 5 per cent, -5 per cent, 36 per cent and 15 per cent respectively and the rate of increment of total revenue expenditure is -1 per cent, -10 per cent, 20 per cent, 7 per cent, 27 per cent, 4 per cent and 30 per cent respectively. It is analyzed in Table No. 4.03 (E).

43) In the surplus of Shri Saibaba Temple Trust, Shirdi, (excess of revenue income over revenue expenditure, there is increment every year excepting first 2 years. In the surplus of the temple trust in year 5-6 and 06-07 there is respective decline as 45 per cent, 35 per cent. Thereafter there is growth every year till year 2011-12, which 411 per cent, 75 per cent, 9 per cent, 21 per cent and 11 per cent respectively. There is a phenomenal growth in temple trust’s surplus to the tune of ₹ 37.09 crores. It
becomes clear that in that year there was huge growth in the income head ‘Donation from boxes’. The rate of change in surplus of Shri Saibaba Temple Trust, Shirdi is analyzed in detail in Table No. 4.01 (H).

44) In the surplus (i.e. excess of revenue income over revenue expenditure) of Tuljabhavani Temple Trust, Tuljapur showed decline in year 05-06 and 09-10 as 46 per cent and 29 per cent respectively. There was a drastic upheaval in the surplus of Tuljabhavani Temple Trust, Tuljapur. The rate of change of surplus is rather flexible. It becomes clear that in one year there was drastic decline in surplus whereas in another year, there was phenomenal rise in it. The rate of change in the temple trust’s surplus is analyzed in Table No. 4.02 (F).

45) In the surplus (i.e. excess of revenue income over revenue expenditure) of Vitthal Rukmini Temple Trust, Pandharapur, there was decline (of 14 per cent) only once, i.e. in 09-10. In its surplus, there is an increment of 6 per cent in 05-06; 69 per cent in 06-07, 54 per cent in 07-08, 5 per cent in 08-09, 50 per cent in 10-11 and 10 per cent in 11-12. It becomes clear that the surplus of this temple trust is stable as compared to that of Shri Saibaba Temple Trust, Shirdi and Tuljabhavani Temple Trust, Tuljapur. The change in surplus is studied in Table No. 4.03 (F).

46) The worth of total assets and properties of Shri Saibaba Temple Trust, Shirdi was ₹ 344.73 crores in 04-05, which underwent increment and it reached up to ₹ 1172.58 crores in 11-12. There is a phenomenal increment of ₹ 827.85 crores in Total assets and properties of the trust. The increment from 04-05 till 11 – 12 is 240.14 per cent. An overview of the balance sheet of Shri. Saibaba Temple Trust, Shirdi from 04-05 till 11-12 is taken in Table No. 4.05 (A).

47) The worth of total assets and properties of Tuljabhavani Temple Trust, Tuljapur was ₹ 28.33 crores in 04-05 which underwent increment up to ₹ 100.23 crores in 11 – 12. The increment in total assets and properties is to the tune of ₹ 71.09 crores. The increment from year 04-05 till 11 – 12 is 253.79 per cent. An overview of the balance sheet of Tuljabhavani Temple Trust, Tuljapur is taken in Table No. 4.05 (A).
The worth of total assets and properties of Vitthal Rukmini Temple Trust, Pandharpur in 04-05 was ₹ 22.68 crores which underwent increment and reached value of ₹ 71.68 crores in 11 – 12. The increment in total assets and properties of the trust is a tremendous ₹ 49 crores. The increment from 04-05 till 11 – 12 is 216.05 per cent. The balance sheet of Vitthal Rukmini Temple Trust, Pandharpur for a period during 04-05 till 11 – 12 is taken in Table No. 4.06 (A).

The assets and properties of Shri Saibaba Temple Trust, Shirdi are divided into a total of 9 heads. In 04-05, maximum share (46.62 per cent) of total assets and properties was of investment in govt. securities. The proportion of fixed deposits in total assets and properties was 13.76 per cent. In 11- 12, maximum share of was in the form of investment in FDs which was 51.53 per cent. Moreover, out of total assets and properties, the share of movable fixed assets was 11.82 per cent. From this, it becomes clear that in the property of the temple trust, maximum share is of investments made in a variety of ways. By the end of 11 – 12, the relative share of each property and asset out of the trust’s total property is given below – immovable property 15.47 per cent, investment in govt. securities 1.99 per cent, investment against gratuity reserve with LIC 1.84 per cent, ornaments and jewelry 4.31 per cent, stock in various depts. 1.10 per cent, loan and advances 10.25 per cent, cash and bank balance 1.68 per cent. [Source – Table No. 4.04 (B)]

The assets and properties of Tuljabhavani Temple Trust, Tuljapur divided into 9 heads. In 04-05, maximum share of total assets and properties (40.49 per cent) is investment in post office and other govt. schemes. The proportion of immovable property out of total properties and assets is 18.18 per cent. In 11-12, out of the total assets and properties, maximum share (38.48 per cent) is in the form of investment in FDs in banks. The share of investment in post office and other govt. schemes out of total properties and assets is 22.09 per cent. From this, it is clear that in the properties of the temple trust, maximum share is of the various investments. By the end of 11-12, out of the total properties, the respective share of each property and asset is respectively – immovable property 16.51 per cent, movable property 0.6 per cent,
loan and advances 8.16 per cent, income receivable 0.68 per cent, stock in various depts. 5.95 per cent and cash and bank balance 7.53 per cent. [Source – Table No. 4.05 (B)].

51) The assets and properties of Vitthal Rukmini Temple Trust, Pandharpur are divided into a total of 11 heads. In 04-05, the maximum share (55.85 per cent) out of the total assets and properties was of investment in FDs. The share of immovable property out of total assets and properties is 21.92 per cent. In 11-12, the maximum share (78.47 per cent) out of total assets and properties was in the form of investment in FDs in banks. From this, it becomes clear that in the property of the temple trust, maximum share is of FDs in banks. By the year end of 11-12, the respective share of each property and asset out of the trust’s total property is respectively – immovable property 12.28 per cent, movable property 3.43 per cent, gold and silver deposits 3.37 per cent, and other property less than 1 per cent. [Source – Table No. 4.06 (B)].

52) Out of the total funds and liabilities of Shri Saibaba Temple Trust, Shirdi, maximum share is of trust’s own fund. In 04-05, the share of trust’s own fund (i.e. total of trust’s crops, trust’s earmarked funds and surplus) is 88.54 per cent. In 11 – 12, the share of trust’s own fund is 84.92 per cent. In 11-12, under other funds and liabilities, are depreciation reserve 10.41 per cent, gratuity reserve 2.13 per cent and liabilities for deposits, expenses and supplies 2.47 per cent. Shri Saibaba Temple Trust, Shirdi hasn’t taken any loan in the year under question. [Source – Table No. 4.04 (C)].

53) In the total funds and liabilities of Tuljabhavani Temple Trust, Tuljapur, maximum share is of trust’s own fund. In 04-05, the share of trust’s own fund (i.e. total of trust’s crops, trust’s earmarked funds and surplus) is 79.44 per cent. In 11-12, the share of trust’s own fund was 97.45 per cent. In 11-12, under other funds and liabilities, the share of liabilities for deposits and expenses was 2.55 per cent. Tuljabhavani Temple Trust, Tuljapur hasn’t taken any loan during the period from 04-05 till 11 – 12. [Source – Table No.4.05 (C)]
54) In the total funds and liabilities of Vitthal Rukmini Temple Trust, Pandharpur, maximum share is of trust’s own fund. In 04-05, the share of trust’s own fund (i.e. total of trust’s crops, trust’s earmarked funds and surplus) was 98.64 per cent. In 11-12, the share of trust’s own fund was 98.69 per cent. In 11-12, under the head ‘other funds and liabilities’, the share of deposits received was 0.03 per cent, loans and advances received 1.28 per cent. Vitthal Rukmini Temple Trust, Pandharpur hasn’t taken any loan during the period from 04-05 till 11 – 12. [Source – Table No.4.06 (C)]

55) The worth of immovable property of Shri Saibaba Temple Trust, Shirdi was ₹ 57.62 per cent in 04-05, in which there was increment and it became ₹ 181.52 crores in 11-12. The growth was worth ₹ 123.90 crores and as compared to 04-05, it has undergone growth of 215.03 per cent. The growth in immovable property from year 04-05 till 11-12 is shown in Table No. 4.04 (D).

56) The worth of immovable property of Tuljabhavani Temple Trust, Tuljapur in 04-05 was ₹ 5.15 crores which underwent growth and it became worth ₹ 16.55 crores in 11-12. This growth is ₹ 11.40 crores and as compared to 04-05 it has undergone growth of 221.36 per cent. The growth of immovable property from the year 2004-05 till 11-12 is shown in Table No.4.05 (D).

57) The worth of immovable property of Vitthal Rukmini Temple Trust, Pandharpur was ₹ 4.97 crores in 04-05, in which there was increment and it became ₹ 8.80 crores in 11-12. The increment is ₹ 3.83 crores and as compared to 04-05, it has undergone increment of 77.06 per cent. The growth in immovable property from 04-05 till 11-12 is shown in Table No. 4.06 (D).

58) The worth of movable property of Shri Saibaba Temple Trust, Shirdi, was ₹ 22.95 crores in 04-05, which underwent growth and became ₹ 138.57 crores in 11-12. This increment is ₹ 115.62 crores and as compared to 04-05, it has undergone growth of 504.01 per cent. The growth in movable property from 04-05 till 11-12 is shown in Table No.4.04 (E).
59) The worth of movable property of Tuljabhavani Temple Trust, Tuljapur was ₹ 71 Lakhs in 04-05, in which there was decline and it became ₹ 60 Lakhs. This decline is worth ₹ 11 Lakhs and as compared to 04-05, there is decline of 15.49 per cent. The change in movable property from 04-05 till 11-12 is shown in Table No. 4.05 (E).

60) The worth of movable property of Vitthal Rukmini Temple Trusts, Pandharpur in 04-05 was ₹ 1.24 crores which underwent growth and it became ₹ 2.46 crores in 11-12. This increment is worth ₹ 1.22 crores and as compared to 04-05, there is 98.39 per cent growth. The growth in movable property from 04-05 till 11-12 is shown in Table No.4.06 (E).

61) Out of the temple trusts chosen for the current research, Shri Saibaba Temple Trust, Shirdi and Tuljabhavani Temple Trust, Tuljapur for the purpose of charging depreciation on immovable property and movable property, Reducing Balance Method is used, whereas no such depreciation reserve is created in case of Vitthal Rukmini Temple Trust, Pandharpur.

62) The total investment of Shri Saibaba Temple Trust, Shirdi in 04-05 was worth ₹ 220.81 crores, which underwent increment and became worth ₹ 649.13 crores in 11-12. From year 08-09 till 11-12, the trust has invested a total worth ₹ 428.32 crores in various manners. From 04-05 till 07-08, the trust was more inclined to invest in govt. securities. Afterwards, the trust has made investment in FDs in national banks rather than govt. securities. In 04-05, out of the total investment made, the relative share of investment was as given below –

- investment in govt. securities 72 per cent,
- investment in other financial institutions 6.52 per cent,
- investment in FDs 21.48 per cent and
- in 11-12, the share out of total investment, i.e. investment in govt. securities 3.6 per cent and investment in LIC 3.32 per cent and in FDs 93.08 per cent.

From this, it becomes clear that Shri Saibaba Temple Trust, Shirdi has reduced the investment in govt. securities and has increased its investment in FDs in national banks. [Source – Table No. 4.04 (F) and (G)]
63) The total investment of Tuljabhavani Temple Trust, Tuljapur in 04-05 was worth ₹ 12.79 crores which underwent increment and became ₹ 60.72 crores in 11-12. From year 08-09 till 11-12, the trust has invested money worth ₹ 47.93 crores in different manners. Tuljabhavani Temple Trust, Tuljapur has chiefly invested in two forms – post office and govt. schemes and FDs in bank. From 04-05 till 09-10, the trust was more inclined to making investment in post office and govt. schemes. It becomes clear that afterwards the trust has invested in the form of FDs in bank. The increment in the trust’s investment from 05-06 is respectively, 17 per cent, 15 per cent, 17 per cent, 35 per cent, 48 per cent, 11 per cent and 35 per cent. In 04-05, the share of investment in post office and govt. scheme out of total investment was 89.7 per cent whereas investment in FDs was 10.30 per cent. In 11-12, the share of investment in post office and govt. schemes was 3.47 per cent out of the total investment made, whereas the investment in FDs was 63.53 per cent. From 04-05 till 11-12, it can be said that the trust has invested more in the form of FDs. [Source – Table No. 4.05 (F) and (G)].

64) The total investment made by Vitthal Rukmini Temple Trust, Pandharpur in 3 forms in 04-05 was worth ₹ 14.82 crores which underwent increment of ₹ 41.97 crores and became worth ₹ 56.79 crores in 11-12. The increment in investment is 283.2 per cent. The share of investment in the form of FDs from 04-05 till 11-12 is more in FDs. Till 07-08, the trust had invested in Kisan Vikas Patra, but not afterwards. In 04-05, the share of investments in FDs out of the total investment made was 85.50 per cent and investment in other forms was 14.50 per cent. In 11-12, the investment in FDs was 99.03 per cent, whereas investment in other forms was merely 0.97 per cent. [Source – Table No. 4.06 (F) and (G)].

65) The worth of ornaments and jewelry (gold and silver deposits) of Shri Saibaba Temple Trusts, Shirdi in year 04-05 was ₹ 3.08 crores in which gold deposit was worth ₹ 2.11 crores and silver was worth ₹ 92 Lakhs, Copper and brass ₹ 4.73 Lakhs. In 11-12, the worth of ornaments and jewelry was ₹ 50.53 crores which include gold deposit worth ₹ 40.51 crores and silver deposit worth ₹ 5.94 crores,
other valuables ₹ 3.99 crores and Copper and brass ₹ 4.14 Lakhs. The increment in 8 years’ period is 1540.58 per cent. The growth in ornaments and jewelry from 05-06 till 11-12 was respectively 39 per cent, 92 per cent, 153 per cent, 29 per cent, 20 per cent, 22 per cent and 28 per cent. The share of gold deposit out of total ornaments and jewelry in 04-05 was 68.52 per cent, Copper and brass 1.53 per cent and silver was 29.95 per cent, whereas in 11-12, gold deposit was 80.26 per cent, Copper and brass 0.08 per cent, other valuable 7.90 per cent and silver was 11.76 per cent. The comparative growth in ornaments and jewelry of Shri Saibaba Temple Trust, Shirdi is studied in Table No. 4.04 (H) and (I).

66) The worth of ornaments and jewelry (gold and silver deposits) of Tuljabhavani Temple Trust, Tuljapur in year 04-05 was ₹ 2.32 crores in which gold deposit was worth ₹ 2.09 crores and silver was worth ₹ 22.89 Lakhs. In 11-12, the worth of ornaments and jewelry was 5.84 crores which include gold deposit worth ₹ 4.5 crores and silver deposit worth ₹ 1.33 crores. The increment in 8 years’ period is 151.72 per cent. The growth in ornaments and jewelry from 05-06 till 11-12 was respectively 13 per cent, 15 per cent, 13 per cent, 13 per cent, 5 per cent, 7 per cent and 33 per cent. The share of gold deposit out of total ornaments and jewelry in 04-05 was 90.14 per cent and silver was 9.86 per cent, whereas in 11-12, gold deposit was 77.17 per cent and silver was 22.83 per cent. The comparative growth in ornaments and jewelry of Tuljabhavani Temple Trust, Tuljapur is studied in Table No. 4.05 (H) and (I).

67) The worth of gold and silver deposits of Vitthal Rukmini Temple Trust, Pandharpur in 04-05 was worth ₹ 64.66 Lakhs and in 11-12, worth of gold and silver deposits is 2.42 crores. The increment in 8 years’ duration is 273.74 per cent. The growth in gold and silver deposits from 05-06 till 11-12 is respectively 8 per cent, 10 per cent, 6 per cent, 16 per cent, 19 per cent, 38 per cent and 55 per cent. Vitthal Rukmini Temple Trust, Pandharpur hasn’t evaluated gold and silver deposits separately. The gold and silver deposits of Vitthal Rukmini Temple Trust, Pandharpur are studied in Table No. 4.06 (H).
The share of growth of revenue income and revenue expenditure of Shri Saibaba Temple Trust, Shirdi is almost the same, but the rate of growth of revenue income exceeds that of revenue expenditure. From this, it becomes clear that Shri Saibaba Temple Trust, Shirdi earns a huge income and at the same time, its expenditure budget is also huge. As compared to this, even though there is growth in the income of other temple trusts, yet there is proportionately no increment in their expenditures.

The proportion of increment both in income and expenditure of Shri Saibaba Temple Trust, Shirdi is almost the same, but in case of other two temple trusts, the rate of increase in expenditure is less than the increment in income.

Proportion of increment in revenue income and revenue expenditure of all the three temple trusts is different, yet it is found that the increment in surplus is almost the same.

Out of the devotees visiting Shri Saibaba Temple Trust, Shirdi, more than 50 per cent devotees come from urban areas and they belong to middle class and higher income groups. Out of the devotees visiting Tuljabhavani Temple Trust, Tuljapur, more than 50 per cent devotees come from rural areas and relatively lower income group. The devotees visiting Vitthal Rukmini Temple Trust, Pandharpur come from very lower income group – most of whom are farmers. From this, it becomes clear that the reasons behind higher income of Shri Saibaba Temple Trust, Shirdi is due to the reason that devotees visiting the temple come from higher income groups, whereas the incomes of Vitthal Rukmini Temple Trust, Pandharpur and Tuljabhavani Temple Trust, Tuljapur are comparatively less since the devotees coming here are from lower income groups.

When the researcher himself visited the temple trusts chosen for study, it was found that in Shri Saibaba Temple Trust, Shirdi, there was more cleanliness than other temple trusts. The reason behind it is that the devotees coming to Tuljabhavani Temple, Tuljapur and Vitthal Rukmini Temple, Pandharpur bring with them many articles of worshipping because of which cleanliness isn’t maintained there. But the
devotees coming to Shirdi temple don’t bring many articles for worshipping and hence more cleanliness is maintained at Shirdi temple than the other two temples.

5.2 Testing of Hypothesis:

The following hypotheses were formulated for the present study:

**Hypothesis 01:**

The first hypothesis formulated was the “The performance of management of Shri Saibaba Temple Trust is better than other Temple Trust in Maharashtra” is true and accepted.

In Maharashtra, the largest temple trust is Shri Saibaba Temple Trust, Shirdi since its income is the highest. On performing department wise critical study of all other temple trusts, it was found that the management of Shri Saibaba Temple Trust, Shirdi was more efficient than others.

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Shri Saibaba Temple Trust, Shirdi</th>
<th>Tuljabhavani Temple Trust, Tuljapur</th>
<th>Vitthal Rukmini Temple Trust, Pandharpur</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of department in Management</td>
<td>32</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Number of permanent Employees</td>
<td>2,285</td>
<td>69</td>
<td>86</td>
</tr>
<tr>
<td>Number of contract basis and daily wages basis Employees</td>
<td>1,594 (Contract Basis)</td>
<td>205 (Contract Basis)</td>
<td>140 (Daily Wages)</td>
</tr>
</tbody>
</table>
Hypothesis 02:

The second hypothesis formulated was the “Incomes earned by temple trusts aren’t put to use for the welfare of the society” is partly accepted.

Comparative Analysis of Expenditure incurred on Social Responsibility of Temple Trusts

<table>
<thead>
<tr>
<th>Year</th>
<th>Saibaba Temple Trust Shirdi</th>
<th>Tuljabhavani Temple Trust</th>
<th>Vitthal Rukmini Temple Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount per cent on Total Revenue Income</td>
<td>Amount per cent on Total Revenue Income</td>
<td></td>
</tr>
<tr>
<td>2004-05</td>
<td>1111.43 17.87</td>
<td>164.10 26.95</td>
<td>0.00</td>
</tr>
<tr>
<td>2005-06</td>
<td>1575.46 21.94</td>
<td>214.75 40.05</td>
<td>0.00</td>
</tr>
<tr>
<td>2006-07</td>
<td>4715.57 52.54</td>
<td>200.97 29.83</td>
<td>0.00</td>
</tr>
<tr>
<td>2007-08</td>
<td>2859.34 25.50</td>
<td>260.56 35.51</td>
<td>0.00</td>
</tr>
<tr>
<td>2008-09</td>
<td>2589.86 17.09</td>
<td>313.09 17.35</td>
<td>0.00</td>
</tr>
<tr>
<td>2009-10</td>
<td>2446.39 14.84</td>
<td>399.75 25.20</td>
<td>0.00</td>
</tr>
<tr>
<td>2010-11</td>
<td>3776.78 18.06</td>
<td>0.00 --</td>
<td>0.00</td>
</tr>
<tr>
<td>2011-12</td>
<td>8766.44 32.03</td>
<td>0.00 --</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Source: Annual Audit Report of Temple Trusts

Comparative analysis of expenses incurred by Shri Saibaba Temple Trust, Shirdi and Tuljabhavani Temple Trust, Tuljapur for work done towards corporate social responsibility has been done. On behalf of Shri Saibaba Temple Trust, Shirdi, two hospitals and four educational campuses are run. The expenses incurred on them by the temple trust from year 04-05 till 11-12 is ₹ 11.11 crores, ₹ 15.75 crores, ₹ 47.16 crores, ₹ 28.59 crores, ₹ 25.90 crores, ₹ 24.46 crores, ₹ 37.77 crores and ₹ 87.66 crores respectively. In this table, it is analyzed as to how much expense out of the revenue incomes of Shri. Saibaba Temple Trust, Shirdi and Tuljabhavani Temple Trust,
Tuljapur were incurred from 04-05 till 11 -12. From year 2004-05 till 11-12, the percentage of expenses incurred on tasks of social responsibility was 17.87 per cent, 21.94 per cent, 52.54 per cent, 25.50 per cent, 17.09 per cent, 14.84 per cent, 18.06 per cent and 32.03 per cent. On behalf of Tuljabhavani Temple Trust, Tuljapur, an engineering college and a military school is run on which the temple trust has incurred expenses (from year 2004-05 till 09-10) respectively ₹ 1.64 crores, ₹ 2.15 crores, ₹ 2.01 crores, ₹ 2.61 crores, ₹ 3.13 crores and ₹ 4 crores. From year 2010-11, the temple trust has stopped giving grants. The proportion of expenses incurred by Tuljabhavani Temple Trust, Tuljapur on social responsibility tasks comes out to be from 20 – 40 per cent. Vitthal Rukmini Temple Trust, Pandharpur doesn’t run any social responsibility tasks.

From this, it becomes clear that, out of the temple trusts chosen for the current research, Shri. Saibaba Temple Trust, Shirdi incurred maximum expenses on tasks of social responsibility, yet it is to be noted that both Shri. Saibaba Temple Trust, Shirdi and Tuljabhavani Temple Trust, Tuljapur have both incurred almost the same expenses on social responsibility tasks in proportion with their incomes.
Hypothesis 03:

The third hypothesis formulated was the “Earning capacity of Pilgrims does effect on the donation source of Temple Trust” is true and accepted.

Table of Income of Pilgrims visited to temple trusts

<table>
<thead>
<tr>
<th>Income Range</th>
<th>Shri Saibaba Temple Trust, Shirdi No. of Pilgrims</th>
<th>Tuljabhavani Temple Trust, Tuljapur No. of Pilgrims</th>
<th>Vitthal Rukmini Temple Trust, Pandharpur No. of Pilgrims</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower Income Group</td>
<td>25</td>
<td>57</td>
<td>81</td>
</tr>
<tr>
<td>(Below ₹ 1 Lakhs)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medium Income Group</td>
<td>37</td>
<td>26</td>
<td>10</td>
</tr>
<tr>
<td>(₹ 1 Lakhs to ₹ 5 Lakhs)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Higher Income Group</td>
<td>38</td>
<td>17</td>
<td>09</td>
</tr>
<tr>
<td>(Above ₹ 5 Lakhs)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Pilgrims</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

In the current research in hypothesis No. 3, a hypothesis was stated in which it was stated that the income of the pilgrims visiting temple trusts affects the income of temple trusts. This hypothesis has been accepted through the analysis in the Table given above. For testing the above – said hypothesis, data collection from each of the 100 pilgrims who have visited all the three temple trusts was collected through the use of questionnaire.

While classifying of pilgrims, those pilgrims having income less than 1 Lakhs were included in the lower income group; those having income ranging from 1 to 5 Lakhs were included in the middle income group & those having income more than 5 Lakhs were included in the higher income group.

Out of the pilgrims visiting Shri Saibaba Temple Trust, Shirdi, 25 pilgrims are from lower income group, 37 pilgrims are from middle income group and 38 pilgrims are
from higher income group. Out of the pilgrims visiting Tuljabhavani Temple Trust, Tuljapur, 57 pilgrims are from lower income group, 26 pilgrims are from middle income group and 17 pilgrims are from higher income group. Out of the pilgrims visiting Vitthal Rukmini Temple Trust, Pandharpur, 81 pilgrims are from lower income group, 10 from middle income group & 9 from higher income group. In the current research, income has been studied on a comparative basis in which it is found that the income earned by Shri Saibaba Temple Trust, Shirdi is found to be more, whereas that of Tuljabhavani Temple Trust, Tuljapur & Vitthal Rukmini Temple Trust, Pandharpur is comparatively much lesser. From this, it becomes clear that the income of a temple trust is influenced by the income of the pilgrims visiting the temple trusts.

In addition, the pilgrims have been classified as those coming from urban areas and those coming from rural areas, which is as follows –

<table>
<thead>
<tr>
<th>Area</th>
<th>Shri Saibaba Temple Trust, Shirdi No. of Pilgrims</th>
<th>Tuljabhavani Temple Trust, Tuljapur No. of Pilgrims</th>
<th>Vitthal Rukmini Temple Trust, Pandharpur No. of Pilgrims</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural Area</td>
<td>31</td>
<td>53</td>
<td>67</td>
</tr>
<tr>
<td>Urban Area</td>
<td>69</td>
<td>47</td>
<td>33</td>
</tr>
<tr>
<td><strong>Total Pilgrims</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Out of the pilgrims visiting Shri Saibaba Temple Trust, Shirdi, the number of pilgrims coming from urban areas is more than other temple trusts, whereas from the temple trusts of Tuljabhavani Temple Trust, Tuljapur & Vitthal Rukmini Temple Trust, Pandharpur, the number of pilgrims coming from rural areas is more. From this, it becomes clear that the income of pilgrims from rural areas is lesser than that of the pilgrims from urban areas and hence the capacity of giving donations of pilgrims from rural areas is less. The pilgrims from urban areas give huge donations. It means that the number of pilgrims coming from urban and rural areas also affects the income of the temple trusts.
5.3 Suggestions –

In the present research study, the managements of Shri Saibaba Temple Trust, Shirdi; Tuljabhavani Temple Trust, Tuljapur and Vitthal Rukmini Temple Trust, Pandharpur have been studied. The researcher has himself paid visits to these temples and their offices. In the research, some inferences have been drawn through direct observation, information given by the temple trusts and from Annual Audit Reports of the temple trusts. From the analysis done during the research and from the observation, the researcher has suggested the following corrective measures in order to make the management of temple trusts more effective.

1) Need of imparting training of modern management methods to the employees of Vitthal Rukmini Temple Trust, Pandharpur and Shri. Tuljabhavani Temple Trust, Tuljapur is felt in order to make their management more efficient.

2) Since departmental management of Shri Saibaba Temple Trust, Shirdi is found to be more effective than that of others, the employees of other temple can be given training at Shirdi and thereby other temple trusts can avail advantage from it.

3) On the management bodies of temple trusts chosen for research work, it is found that local aren’t given any representation, which many a times gives rise to conflicts between Revenue Officials and local priests. In order to know the problems of the locals, it is needed to appoint their representatives on the temple trusts.

4) At Tuljabhavani Temple Trust, instead of the post of Manager, the post of Executive Officer equivalent to the cadre of Deputy Collector can be created and thus management can be made more effective. Moreover, graduates having MBA degree can be appointed as assistants to Executive Officers and in this way, modern approach to management can be adopted.

5) By the temple trusts, many other activities such as educational activities and hospitals are run. If employee exchange centers be created by the trust, local youths can be inducted in the same. Through this activity, employment would be generated for local youths. This would also add to the income of the trust.
6) The temple trust should take such care that while modernizing management system of the temple trusts, no religious traditions should be stopped. The temple trusts should also take care not to hurt the feelings of the devotees.

7) Since there are contractual employees who work on temporary basis, it creates the problem of fixing responsibilities. Hence, the temple trusts should appoint permanent employees.

8) Vitthal Rukmini Temple Trust, Pandharpur doesn’t run any social activity. Hence, the Govt. of Maharashtra should officiate in order to initiate social activities such as running educational campuses, charity hospitals etc.

9) On the lines of Shri. Saibaba Temple Trust, Shirdi, food camps (Annachhatra) for devotees be started at Tuljapur and Pandharpur which would help in changing society’s approach and would also increase the trusts’ incomes.

10) In all the temple trusts, an internal audit unit should be started and internal audit should be conducted the entire year. In order to assist the management in the decision making process, accounts of every year should be analyzed by using the techniques of Trend Analysis and Ratio Analysis which come in Management Accounting.

11) The temple trusts chosen for the current research should make available staying facilities for devotees either free or at subsidized rates.

12) By studying the future approach of the devotees visiting temples, these temple trusts should decide their own vision document, from which the temple trusts could anticipate the expectations of devotees towards them and hence they would be in a better position to chalk out a plan in line with the expectations of the devotees.

13) The temple trusts should decide on an ideal plan for the recruitment of the employees and the criteria for eligibility of employees should be decided on. After appointing
eligible candidates, they should be given necessary training. The employees should be given safety at work place. The employees of the temple trusts should be given all the facilities just like state govt. employees.

14) A fixed process for the purchase of various articles required for different departments should be decided on and thereby the temple trusts should ensure that all the transactions be transparent. Under the point ‘Purchase and inventory management’ covered in Chapter 3 of the research, an effective lay – out / structure for effective management, detailed information has been given.

15) The income generated by temple trusts is always a hot topic of discussion. Hence the temple trusts should maintain transparency in their account keeping process. Every year, the temple trusts should make available Audit Reports in their offices and on the website of the temple trust for the common man.

16) In order to make the management of the temple trusts more efficient, they should adopt newer techniques and should make use of software such as ERP solution. All the official work of the temple trusts should be made online.

17) In the present times, the internal security of the temple trusts is of utmost importance. All the temple trusts should appoint separate Security Department for maintaining security of the temple areas. In the Security Department, trained security guards should be appointed. In addition to appointing security guards through a private firm, the temple trusts should also appoint permanent security guards.

18) During the rush season, it is likely that some major mishaps may take place. Hence, the temple trusts should give training of crowd control to all its employees. In addition, during rush hours, additional employees should be appointed on daily wage basis.

19) In addition to internal security, the temple trusts should also create a separate department for cyber security, thereby it would be possible to keep cyber-crimes in check and all the computerized database of the temple trusts would be kept secure.