CHAPTER – IV

RESEARCH METHODOLOGY
CHAPTER – 4

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Present study ranges between two extremes – the citizens (public in general) who are the service users stand at one end while on the other end stand the government, its organizations and all other service providers of government, non-government, semi-government or of private nature. Thus the coverage of this study is very extensive except for the fact that the whole exercise is limited to Taluka level i.e. Shegaon Taluka. Since the study pertains to the aspects of governance, it covers different programs, services delivered or deliverable to its beneficiaries and the mechanism and modalities of these deliveries. Thus a well thought out research methodology was designed for the purpose of this study as described in detail here under the present chapter in following paragraphs.

4.1 Objectives of Study:

India is a country of over 100 Crore people. Governance in this country is done at different levels starting from national government at the top down to village level governance at the bottom. There is even talk of, in some parleys, bringing governance from Loksabha to Gramsabha. However, there are many areas (Central issues) where centralized governance is in force. There are, of course, some areas that fall in the concurrent list being the issues of Center and the State both. From the governance point of view a taluka in this country represents the smallest administrative unit through which government deals with the people.

At present there are 5564 blocks in 585 Districts of 35 States in our country. As per census 2001 the total number of villages in India are 6,38,365 having a total population of 102,70,15,247.
To meet the expectations of such a vast population a government first needs to know the unit of this population i.e. its citizen. Unfortunately, in our country, citizens have multiple identities like Ration card, Voters Identity Card, Permanent Account Number (PAN), Passport, Driving License, Credit Card, Employees Identity card etc. There is no single identity code available for citizen like Social Security Number in the United States. Thus there is a need for unified citizen information system i.e. **Centralized Information System (CIS)** through which both the government and its public would be able to access all relevant information about a citizen for sharing customized services between them which would spontaneously lead to establishment of efficient system of governance.

The present work therefore attempts to identify the multiple identities of citizens of Shegaon taluka, its various dimensions like cost and time incurred, procedure and manpower involved, application-oriented complications of multiple identities etc. The study further emphasizes the development of adequate Citizen Information System (CIS) for facilitating "Citizen-Centric" governance at taluka level like that of Shegaon, such that the **CRM-CIS model** so evolved may be replicated in other talukas of the country. The study also includes various issues of different types of citizens of Shegaon taluka that need to be incorporated in the proposed model so that the existing gap between the government and public stays no more. It also focuses on the structured and attitudinal changes required in the administration, and technology applications for the same apart, for devising ways and means to check possible pilferage in the proposed model.

**4.2 Hypothesis of the study:**

The assumption of this study is that a common citizen interacts with the government or its representative bodies / offices / employees in number of ways in connection with an equal number of works and so does government or its representatives dealing with citizens for a variety of purposes. The interaction includes land record to franchising voting rights to tax and toll collection to end number of other works. Currently for each of these works there is independent citizen identity procedure. Such procedure
CRM-CIS Model of Management in Governance

brings cost and procedural complications and administrative cumbersome to the dissatisfaction of both - the government and the people. A unified approach through CRM-CIS Model may bring simplified administrative vehicle with simple cost and procedural consequences and at the same time the better governance. Management of Governance through electronic means (EG), eliminates physical contact between the "governing" and the "governed" and hence a unified citizen identity is indispensably required.

4.3 Scope of study:

The present study includes within its scope data about a Taluka – Shegaon Taluka – the smallest administrative unit in India for the purpose of understanding the existing management in governance at this unit and then based on the same designing management in governance based on the proposed model. Obviously therefore, the study also includes within its scope all types of organizations both government and non-government including private and non-governmental organizations for collecting data. These have been broadly classified into insider and outsider organizations with its further subdivisions. Citizens of all categories have been included within the scope of this study. They have been conveniently classified into resident and floating population with its further subdivisions and the same is detailed under research methodology of this work. Villages of Shegaon Taluka and their respective organizations have also been studied here. The work also covers all types of functions and programs that are generally performed in the governance of citizens whether these relate to land registration or driving licenses or banking and insurance services and so on and so forth. The proforma applications used in various organizations for delivering various services and programs to the beneficiary citizens have been compiled and studied in this work.

The study includes mostly sample surveys but wherever possible the entire population has been covered specifically in case of small villages and small organizations. However the data has been collected over whole of the year with emphasis on peak season of pilgrimage particularly for collecting data from floating population as Shegaon Taluka has the distinction of being one of the famous religious places in India due to the shrine of Sant Shri Gajanan Maharaj at this place. General citizens’ expectations from the service...
delivery institutions of all types in general, and government institutions in particular, have been given full consideration while studying the managerial aspect of governance. The existence of electronic as well as manual identity of the citizens has been studied in this work for the purpose of streamlining the deliveries by the government and its representative organizations and for doing away with the cases of duplicity and multiplicity.

4.4 Data Sourcing:

This study has been carried out through a structured survey. The survey was conducted of respondents of different categories as discussed in the following segments. The primary sources of data thus constitute the core of this study. They have been mostly the citizens (public in general) of all sections who were surveyed for their opinions about the different aspects of existing governance system, their satisfaction levels and their expectations along the line. The other type of primary source of data in this study was constituted of the representatives of different organizations and their offices, which were surveyed for understanding their role and mechanism in meeting the citizens' charter. All these sources were contacted formally through written questionnaire; however, the investigator also resorted to informal discussions and formal interviews with many of the key functionaries of several organizations, which helped in further conceptualizing the facts. Care was taken to avoid any personal remarks against a question that could jeopardize the findings of the study. In cases of organizational surveys wherever required data from their official records were obtained to authenticate the responses given by them.

Apart from the primary source, a host of secondary sources were also referred to for meaningfully completing this research work. These secondary sources included text and reference books, magazines and journals, reports and monographs, newspapers, government circulars, records of concerned government, semi government and other organizations of Shegaon Taluka and outside its province, related web sites, display literatures, facts and figures on this research work as well as the related areas of researches and so on.
Chart No. – C-4.1: Showing Sample of the Research

Respondents (3565)

Citizen (3525)

Resident Citizens (1775)

Gram Sevak (25)

Government Organizations (12)

Government Organizations (6)

Non-Government Organizations (2)

Semi-Government Organizations (4)

Private Organizations (3)

Floating Citizens (1750)

Local Representative (1750)

Non-Government Organizations (1)

Semi-Government Organizations (3)

Private Organizations (9)

Organizations (40)

Insider Organizations (25)

Outsider Organizations (15)

Government Organizations (12)

Non-Government Organizations (2)

Semi-Government Organizations (4)

Private Organizations (3)
4.5 Citizen Sample:

There is a population of more than 2 lakhs in Shegaon Taluka made up of its residents, visiting public and different organizations. A population survey of so huge a size of respondents would neither have been possible nor economic in this study. The investigator thus chose to go in for sample survey. The sample plan first identified the respondents who were divided into primarily two categories as shown in the Chart no. – C-4.1 given above. These two categories of respondents were citizens and representatives of organizations. We discuss here about the citizen sample.

The citizens of Shegaon were further divided in to two categories – the resident citizens and the floating citizens. In all 3525(Three Thousand Five Hundred Twenty Five) citizen respondents of all types were sampled in this study and surveyed as shown in the chart above. These are discussed as follows.

4.5.1 Resident Citizens: The resident citizens are the natives of this place. They are the voters under this Taluka. As already discussed in previous chapter on the profile of Shegaon Taluka, there are over 98000 people residing in the 95 villages of this Taluka where as there are over 55000 people residing at Shegaon – the Taluka place itself. A total of 1775(One Thousand Seven Hundred Seventy Five) respondents, as indicated in the chart above, from amongst resident citizens were picked up in the sample and surveyed under this research. Thus the resident citizen population was further divided in to two categories viz. Gram Sevaks and Local representatives as discussed below.

4.5.1.1 Gram Sevaks: The villages of the Shegaon Taluka were surveyed through the Gram Sevaks. There are 25 Gram Sevaks as five of the villages of this Taluka are Ujads and there are Some Gram Sevaks who look after for two to three villages. These 25(Twenty Five) Gram Sevaks were circulated a written questionnaire for their response who gave responses for 43(Fourty
Three) villages. The questionnaire was prepared in Marathi – their colloquial language in order to facilitate their free and fair responses. They were given one month's time for filling up the questionnaire after which each of the Gram Sevaks returned back the filled in questionnaire. On editing it was found that some of the questionnaires were partly incomplete. The investigator personally approached these Gram Sevaks again and got the unanswered part of questionnaire completed by the respondents. These responses have been treated in this research as the representative responses of the people residing in the 95 villages of this Taluka.

The questionnaire for Gram Sevaks, as appended to this report vide annexure no.-I, included twenty questions apart from general information about the Gram Sevak. These questions, drafted in Marathi, related to water facilities, educational facilities, medical facilities including those for animals, official facilities like Patwari office, post office, police station, banks, cooperative societies, State Transport facilities, other amenities like flour mill, public distribution system outlet, private shops of different types, milk collection centers, local market, government schemes and programs delivered to the people of the village and so on.

4.5.1.2 Local representatives: They are the residents of Shegaon proper. They were segregated from the other category of residents due to the fact that being at the headquarter of Shegaon Taluka they enjoy little advantage in receiving the services from different organizations. They are in the vicinity of these organizations and therefore they have little more comfort and ease too in contacting these organizations and getting their programs implemented for them. But that does not mean that this is the case for each of the local habitants of Shegaon Taluka. A sample size of
1750 (One Thousand Seven Hundred Fifty) respondents from this category was determined which is roughly 3% of the total population at this place. Every attempt was made to draw representative sample of these citizens by resorting to convenient sampling method considering the population size of this Taluka. The survey was carried out during peak hours of citizens’ presence at the places of their work to keep the cost and time factor of this research work reasonably within control and also without sacrificing the validity of the responses (data) gathered.

The questionnaire for local representatives of Shegaon, as appended to this report vide annexure no. – II, consisted of fifteen questions written in Marathi language. The questionnaires were personally distributed by the investigator and got filled up then and there in order to ensure maximum response. The questions were mainly related to purpose of visiting Shegaon, satisfaction from the services received from private, government, semi-government and non-government offices at Shegaon, difficulty faced in dealings with government or other offices / organizations, documentary requirements for getting work done from the government or other offices, time consumed in getting such works done, transparency in the government offices at Shegaon, awareness about computerization and its benefits etc. They were also asked about how many times they have to visit an office for getting their works done and whether computerization, if any, done in the concerned organizations has eased their work completion or not etc.

Thus total 1775 (One Thousand Seven Hundred Seventy Five) resident citizens were sampled out for the purpose of this study and were surveyed with the help of structured questionnaire.
4.5.2 Floating Citizens: The floating citizens are outsiders for Shegaon Taluka who visit this place every now and then for different purposes. They could be Mandir Visitors, Tourist Visitors, Official Visitors, Commercial Visitors, Personal Visitors, Relatives, and others. But most of them come here for multiple works at one time which invariably includes, barring exceptions, having Darshan of the Shrine of Shri Sant Gajanan Maharaj. The number of floating citizens varies from day to day and season to season as already shown in the previous chapter but. It ranges between a few thousands of them visiting Shegaon on a particular day to a few lakhs of them visiting Shegaon on another day, especially the festivities day like "Pragat Din", "Ruushi Panchami" i.e. Samadhi-Din, "Ram Navami" etc. On an average Shegaon witnesses a floating citizens population of about 35000. Thus a sample size of 1750(One Thousand Seven Hundred Fifty) was thought appropriate and accordingly questionnaires were circulated amongst 1750 of floating citizens. A special care was taken in identifying these citizens so that the local citizens could not be mixed with them. For this purpose the questionnaires were generally circulated near Railway Station, Bus Station and Private Bus Stops to ensure that those coming to Shegaon from outside this place and Taluka only got selected in the floating citizens sample. Precautions were also taken to ensure that on subsequent days of festivities, holidays the questionnaires were not circulated amongst the similar citizens who had visited Shegaon on the last occasion and had then participated in this survey. The respondents were also given sufficient time to fill up the questionnaire so that they did not hurriedly fill it up. A similar questionnaire containing fifteen questions to that of local representatives were circulated amongst this category of respondents too for their survey.

4.6 Insider Organization Population:

The other type of sample under the present research is offices / organizations which are the service providers in the governance system. There are large numbers of such organizations at Shegaon proper and at the different villages of this Taluka. These
organizations, considering the research constraints, numbering 40 (Forty) were picked up for the purpose of the sample through a convenient sampling method under the present study and were surveyed through their respective representatives. Efforts were made to cover as many of important government organizations as possible in the sample. However, these organizations were first categorized into two namely insider organizations and outsider organizations. Here we discuss about the insider organizations.

Insider organizations are those, for the purpose of this research study, which are located within the geographic boundary of Shegaon Taluka. It was presumed that these organizations primarily cater to the needs of the citizens of Shegaon Taluka. However, this could not be the case always as there are many, which even cater to the needs of citizens residing outside this Taluka. In all 25 (Twenty Five) such organizations were picked up in the sample for the purpose of their survey under the present study. The sampling was stratified sampling done on the basis of convenience where the insider organizations were first classified amongst the following four categories before being sampled out. It also included educational institutions from primary level to college level but the classification was done on the basis of their management control.

4.6.1 Government Organizations: For the purpose of this study the investigator mean government representatives as all those government offices/organizations and other offices/organizations having registration/recognition with the government bodies to transact business with citizen of Shegaon Taluka. These included Community Development Block Office, Local Bodies, Municipal Office, Hospital, Banks, Railway Offices, Post and Telecommunication Department, Police Offices etc. which fall under the provincial jurisdiction of Shegaon Taluka. These organizations are either under the managerial control of State government or under that of Central government. The number of such respondents was also very large and therefore a sample population survey of these types of 12 (Twelve) respondents, as also indicated in the chart given above, was conducted using a structured questionnaire related to research objectives. Appropriate authorities of these organizations were
consulted for collecting responses about their respective employer organizations.

4.6.2 Semi-Government Organizations: The organization of State or Central undertaking fell under this category. These are generally cooperative societies at Shegaon most of which are cooperative banks. There were only 3(Three) such organizations, as indicated in the chart above, picked up in the sample of insider organizations in this study.

4.6.3 Non-Government Organizations: Shegaon is a small place still it has one of the largest NGOs operating here in the name of Shri Gajanan Maharaj Sansthan – a trust registered under the Indian Trust Act. It carries out a large number of philanthropic activities in the service of the citizens of the area in particular and those of the entire humanity in general. To a great extent it takes up the responsibility of the government and particularly in the areas where the government finds it difficult to deliver to its voters. Thus this Sansthan was the only One respondent, as indicated in the chart above, picked up to form the sample of insider organization under the present study.

4.6.4 Private Organizations: There are a number of private organizations of both commercial and non-commercial nature. It includes shops, agencies like LPG gas distributing agencies, Chartered Accountant's firms, private hospitals, transport agencies and others. A sample of 9(Nine) such organizations, as indicated in the chart above, was picked up on convenience basis to finally form the total insider organizations sample in this study.

The insider organizations were approached through a proper representative of each of them. The questionnaire, as appended to this report vide annexure no. – III, containing fifteen questions was handed over to the said representative with a request to fill it up. The investigator approached the representative after a few days to get back the filled up questionnaire. The questions generally pertained to their working, schemes / programs,
program delivery mechanism, cost and time period incurred in deliverance, number of customers, their efforts to meet customers expectations, the extent of customer satisfaction with their performance, computerization in the office, benefits of computerizations etc. Focus was also given to the documentation aspect of their different services deliveries. Meanwhile the investigator in order to know more about the functioning of the concerned organizations and the extent of its citizen relationship also carried out some informal discussions.

4.7 Outsider Organization population:

Outsider organizations, for the purpose of the present study, are those organizations which are located outside the geographical boundary of Shegaon Taluka but they very much function for the benefit of the citizens of Shegaon Taluka besides for those of others as well. The Indian administrative structure is such that there are government offices at Taluka level, district level, sub-division level, commissioners level, regional level, State level and central level. All these offices are concerned with the delivery of services for Indian citizens residing in one or the other Taluka or ward (in case of cities). Similarly organizations under the managerial control other than government (State or Central) too operate at different levels considering their market and cost effectiveness. Thus outsider organizations don’t fall in the geographical jurisdiction of Shegaon Taluka but their functional jurisdiction does cover the citizens’ requirements of this Taluka. A total of 15(Fifteen) such organizations were picked up in the sample for survey in this study as also shown in the chart given above. However, on the similar pattern to that of insider organizations, these were also classified in to four categories as named and discussed below.

4.7.1 Government Organizations: There are many Government services and products delivered to citizens of Shegaon Taluka through its offices/organizations located outside the province of Shegaon Taluka. A few of these services, for example, are as follows:
- Preparation of voters’ list by District Election Office located at district headquarter Buldhana,
- Issuing of passport by Passport Office, Nagpur or its extension wing at Buldhana,
- Issuing of vehicle driving license by Road Transport Office Buldhana,
- Issuing of PAN card by Income Tax Office, Nagpur etc.

These services also form an integral part of Citizens Relationship Management. 6(Six) outsider government organizations were included in the sample for the present study.

4.7.2 Semi-Government Organizations: These are the government undertakings either by State or Central government like insider semi-government organizations but located outside the geographical region of Shegaon Taluka. Such organizations are also large in number and scattered like outsider government organizations through out the State of Maharashtra and the country. But only those which are in the vicinity of Shegaon Taluka were included in the sample for the sake of convenience in survey. There were 4(four) such organizations picked up in the sample.

4.7.3 Non-Government Organizations: The State of Maharashtra is full of NGOs working in different areas. Though the local Sant Gajanan Maharaj Sansthan, Shegaon is providing best of its services on charity basis to different sections of the society here, there are other NGOs located outside the Shegaon Taluka which are also working with several charity tasks. Two of such organizations which are very much benefiting the citizens of Shegaon Taluka were included in the sample for the purpose of the present study.

4.7.4 Private Organizations: The number of private organizations outside the Shegaon Taluka is innumerable. People of the Taluka have the tendency to
4.8 Organizations' Functional Mechanism study method:

This survey focused on various dimensions of interaction including its mechanism between the citizens and the government machineries operating in and outside the province of Shegaon Taluka. It also examined the procedural and cost dimensions of these interactions, with exclusive reference to citizen identity system. Rules and regulations regarding issue of the different citizen identity documents were collected along with the prescribed formats applicable in respective cases. The investigator, for a thorough study, collected the prescribed formats for as many services deliverable by the organizations as possible. The investigator also examined the manpower involvement in the functional mechanism.

4.9 CRM-CIS Model:

The present study attempts to develop a model of e-governance for life long citizen relationship. The model does use an appropriate technology but its design calls more for managerial application. The model conceptually revolves around centralized information system to build and maintain effective citizen relationship management and hence called CRM-CIS model. There are certain models of this nature already existing which are discussed here in brief.
Public information service\(^1\) systems tend to follow one of two basic organizational models as described below:

4.9.1 **The owner model**: This is a model that organization builds and runs an information system containing information about the activities of this organization. This information is made available online and/or via dedicated terminals which belong to the same organization. Examples are airline or railroad information systems on airports or stations, tourist information systems, library systems, etc.

4.9.2 **The market-place model**: A commercial organization offers a network with servers, online access and public terminals to everybody who wants to put information into the system. Examples range from local city information systems and bulletin board systems to German nationwide videotext or worldwide CompuServe and Internet.

![Fig. No. – F-4.1: Showing The Content of the Citizen Information Network\(^1\)](image)
4.9.3 **Combination Model:** Both models have severe disadvantages. The owner model is very expensive and can be run only by big organizations and even then will not reach a high degree of availability at all those places where people might need the information. The market-place model lacks a structure of content and quality control and therefore is no suitable for lay people and everyday information. Therefore there is a need for a third model, which combines the advantages of both the approaches - structure and high quality of content with high availability and sharing of resources by a technically open network. Such a network, however, is not only a technical one, but an organizational and economic one as well; it is a socio-technical network with characteristics of an infrastructure. On the level of a local community one might call it the local information infrastructure.

Creating such a citizen information network as shown in the figure No.-F-4.2 raises several questions in order to balance the relationship between the application of new technology, the shaping of the content and organizational system development. Crucial questions are:

- Which organizations have an interest in providing information electronically?
- Which information do diverse groups of users want?
- Where are the proper places for public terminals to make this information available?
- What are the different input/output media and interface forms which fit for different user groups and access environments?

4.9.4 **Roles in Citizen Information System** In a citizen information system there are at least six different roles. These are as follows as also shown in the figure given here.
4.9.4.1 The role of information providers is to provide data resource, such as the program of the cinema, the theatre program, the schedule of clubs, and the activities of the local authorities.

4.9.4.2 The role of the information editor is to check this information, put it under appropriate headings, assign keywords, etc.

4.9.4.3 The role of the database administrator is to convert these data into a form that can be accessed by different front-ends.

4.9.4.4 The role of the network operator is to manage a common server and a network with different access technologies.

4.9.4.5 The role of the terminal providers is to present the data using different interfaces on distributed clients networked with the common server.

4.9.4.6 The role of owners of terminal sites is to manage the availability of the terminal equipment of the public terminals in places such as the citizen's house, the city libraries, shopping centres etc.

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**Fig. No. – F-4.2.** Showing Role model of a Cooperative Network

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Information Providers:
- Theatre

Information Editor:
- City Calendar

Database Administrator:
- Local Authority

Network Operator:
- Common Servers

Network Provider:
- Continuation Courses Database

Owners of terminal sites:
- Citizen's house
- City libraries
- Shopping centres

Public Places

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However while developing the Citizen Information System some basic principles regarding the appropriate handling of personal information, obligations must also be fulfilled by companies utilizing databases of personal information for their businesses. The present study uses this model embedded with its basic principles for developing the e-governance management.

4.10 Analytical tools used:

All the surveys were conducted during the first year from the date of commencement of this research work. Survey plan was so designed that sample segments surveyed were spread out over the entire year picking up each of them during a month or a season of that year in which the consistency of the concerned sample segment was at peak. This was so done to smoothly conduct surveys of all the sample segments without any hassle and with utmost accuracy. The questionnaires were edited for ensuring that each one of them was completely and legibly filled up. The data was filled in the FoxPro and Microsoft Excel (wherever applicable) software for furthering its analysis. Appropriate bases were chosen to tabulate the data mechanically so that analysis could be done meaningfully.

4.11 Limitations of study:

The investigator has made efforts to the maximum possible extent for collecting the data as adequately and accurately as it should be but the possibility of some discrepancies here and there may not be ruled out completely. Some such limitations of this study are assumed to be as follows:

a. The study is based on convenient sampling and so the limitations of this sampling method may have its bearing on this study.

b. Data given by the organizations may not be considered adequate as some of it could not be divulged to the investigator on the pretext of
trade / official secrecies, particularly in banks and similar other commercial organizations at Shegaon.

c. Floating population respondents had a divergent composition which kept on changing on every attempt of their survey and hence a limitation.

d. A few proforma applications could not be made available and so these escaped from a thorough study.

e. It was very difficult to exactly assess the citizen function delivery schedule / timing in cases of some functions delivered by various organizations. The absence of standardized method of service delivery in many other organizations also proved to be hindrance in properly conducting the present study.

References


2. ibid

3. ibid


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