THE CONCEPT OF MANAGEMENT IN RURAL INDIA: A STUDY ON SELECTED VILLAGES OF SOUTHERN KARNATAKA

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Abstract:

Objective: The objective of the study is to know the application of management concept in rural India and practices among rural peoples in human relationship management, development of temples, pots, lakes-financial literacy and marketing their agriculture products.

Methods: The study conducted in southern districts of Karnataka and collected data without classifying respondents on age factor, as per the study, the concept of management is not new in rural areas. The name 'management' may be new, but they have knowledge about financing, savings, village policies in finance and human relationship management, they have idea on decision making and importance of collective decision marketing, their agriculture activities follow certain rules, and they have clear knowledge in inter-village relationship- these all give us a knowledge what they have in their life and social life. 450 responses from 25 randomly selected villages have participated in study and among 450, 414 were defect free and 414 responses were used for analysis with the help of SPSS application

Results: Definition for the concept 'management' went under the change of water, as different economies going to become one global economy, scope of management and application of theories and tools of management widening in its application. Indian social systems, in fracture, and history give a wide area to understand the concept. Rural India and its practices would contribute a unique knowledge to management discipline.

Conclusion: Management and its practices are not new in India; rural India shows how well peoples were applying management concepts and theories without knowledge about formal education in management.

Keywords: Management, Management theories and tools, management practices, rural India, finance literacy, human relationship management.

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Introduction

Meaning of Management may refine under the change of time, but the process of management seems to be same in different timeframe. We can see the management and its application in various fields also; it may not be wrong if we say that every human action needs some management knowledge to accomplish those actions in successful manner. India have witnessed for number of rulers and during British's rules also few Indian rulers ruled and contributed for Indian development. Number of temples, forts, roads, and buildings showing the richness of Indian culture and planning and organized efforts to build the same. If we take Kings of Mysuru, during their time Mysuru palace and few buildings have built and city of Mysuru structured with well plans and Krishna Raja Sagara (KRS) located in Mandya district also good example for proper planning and organized work. Villages of Mysuru province also witnessed for such great works. The study aims to know the concept of management in rural places of Mysuru province that Mysuru, Mandya Hassan, Chamarajanagara and Bangaluru district located in Karnataka State.

Village seems have a leader and the committee of leaders who takes majority of decision regarding their village and households have some knowledge about finance, human relationship in village and relationship with neighbor villages. During marriage times in few villages, we can see the number of rules and regulations regarding marriages. And in dispute settlements leaders of the villages take prominence role to resolve the disputes, in case of agriculture, they work collectively. These all activities of villages prove that they have knowledge about management, this study aims to know the contribution of villages to enrich the concept of management in rural part of India.

Review of Literature

Ursula Fritsch (2016)[1], collect the information about the management practices in Germany about the relationship between management and labor productivity through a primary source of data by conducting a survey with a motive of find out the differences in levels of productivity in US and Germany a developed nations and conclude with the role management practice for shaping a firm's productivity. Lokanandha Reddy Irala (2006)[2], concerting on different Capital Budgeting techniques and tools and the proportionate them with practices which followed by corporate firm's while choosing the best proposal or project which will give more yield to firm's investment. Sita C Amba- Rao (1994)[3], intends to show the different factors of human behavior how it helps in increasing the efficiency of firm and their competency level in the market and gives input to firm to utilization of human resources in a maximum level for the growth of a firm by adopting both traditional and Western Cultures in their nature of work. H. Kent Baker, Satish Kumar, Sisira Colombage (2016)[4], discuss the Working capital practices adopted by Indian companies which was listed in NSE, where the information collected through questionnaire and use the statistical tools to measure and monitor the Working capital management and its components. The results give some financial requirements to adopt for modern approach of Working capital Management. Catherine Bulfington, Ron. S. Jarmin (2016)[5],collected the information through statistical agencies and firms that were adopted from the MOPS of different nations about 50,000 manufacturing companies between the period of 2011-2016, considering the MOPS is the best and innovative steps in measuring the Management practice which was followed by the corporate firms. Nicholas Bloom, Erik Brynjolfsson, Lucia Foster (2014)[6], discussed about the different styles of Management Practices like Structured and unstructured management practices in about 30,000 corporate establishments in US by a survey method conducted by MOPS and ASM. Thus, they give a result what type of practices will increase the efficiency of performance of the firm. Catherine Bulfington, Kenny Herrell (2016)[7], conducted a huge survey among the manufacturing companies in U.S. to know the best management practices they followed to meet their expectations in managerial decision making and implementation of management policies in the firm. Manoj Anand, B.S.Sahay(2001)[8], discuss about the different cost accounting techniques and tools used by the Indian companies by conducting a survey on about 50 Chief Financial officers of manufacturing units and come with a result of adopt the contemporary cost Accounting techniques(ABC Cost Tools) will increase in profit level of manufacturing units in India.

Nicholas Bloom, Erik Brynjolfsson, Lucia Foster (2017)[9], conducting a census among 30,000 manufacturing units in U.S. regarding about the management practice (MOPS) came to know that structured management practice is best practice considering the important factors such as Market Competition, learning spillovers, business education and business environment. The drivers in the management practice will leads in increasing in

productivity by adopting IT and R&D in the management practices.

Objective of the Study

The study aims to know the knowledge of rural people about the concept of management and their practices and efforts to spread the knowledge among their younger generation

Methodology

The study aims to explore the contribution of rural India to the development of the concept – Management, the study selected 25 villages randomly to collect the data, in each village 18 peoples are contacted with structured questionnaire. Out of 450 responses, 414 are error-free and used 414 responds for analysis. The data collected has been imported to SPSS application for further calculation. ANOVA, t test and simple tabulation and graphical representation have been used to present the information.

Hypothesis

H_{00}- Individual status at village have no impact on human relationship aspects and inter and intra village relationship

H_{01}- Individual status at village have impact on human relationship aspects and inter and intra village relationship

H_{02}- Education qualification have no impact on finance literacy of individuals

H_{02}- Individual status at village have impact on finance literacy of individuals.

Data analysis and Interpretation

Table 01: Demographical Details of the Respondents

Location	Frequency	Percent
Village in Mandya District	51	12.3
Village in Chamarajanagar District	99	23.9
Village in Hassan District	98	23.7
Village in Ramanagaram District	83	20
Village in Dakshinakannada District	83	20
Total	414	100
Age	Frequency	Percent
18 Years to 28 years	38	9.2
28 years to 38 Years	56	13.5
38 years to 48 years	132	31.9
48 years to 58 years	113	27.3
Above 58 Years	75	18.1
Total	414	100
Status at Village	Frequency	Percent
Leader	66	15.9
Member of leaders group	110	26.6
Member of Village	216	52.2
Isolated Village Member	22	5.3
Total	414	100
Education Qualification	Frequency	Percent
No Schooling	103	24.9
Schooling but not completing schooling	178	43
Completed Primary schooling	118	28.5
SSLC Level	15	3.6
Total	414	100
Gender	Frequency	Percent
Male	175	42.3
Female	239	57.7
Total	414	100

(Source: Primary Data)

Table 01 showing the basic demographical information like location, age, gender, education qualification and status of participants who have involved in the study, as per the data 23.9% and 23.7% of 414 participants located in villages of Chamarajanagar districts and Hassan District. Majority of participants are above age of 38 years as per the data, 9.5% and 13.5% of participants are age of 18Years -28years and 28years - 38Years respectively. Isolate individuals account 5.3% that 22 out of 414 participants, remaining all seems participative individuals. 24.9% of Individuals don't have any formal education qualification and 48% have minimum schooling education and 28.5% have completed their primary schooling. 239 participants are female and 175 are males out of 414 participants.

Table 02: Crosstabulation of Demographical Information

Gender * Education Qualification Crosstabulation		**Gender**		Total
		Male	Female	
Education Qualification	No Schooling	46	57	103
	Schooling but not completing schooling	76	**102**	178
	Completed Primary schooling	46	**72**	118
	SSLC Level	7	**8**	15
Total		175	239	414
Gender * Age Crosstabulation		**Gender**		Total
		Male	Female	
Age	18 Years to 28 years	16	22	38
	28 years to 38 Years	23	33	56
	38 years to 48 years	56	**76**	132
	48 years to 58 years	48	**65**	113
	Above 58 Years	32	**43**	75
Total		175	239	414

(Source: Primary Data)

Table 02 showing crosstabulation of gender-education qualification and gender-age. As per the data, out of 414 respondents 72 females have primary level education where 46 of males have, 57 females shave no formal education, and 46 Males don't have. Out of 15 individual who have completed their SSLC (10^{Th}) 8 respondents are female and 7 are males.

38 Individual are in age group of 18years-28years, among them 22 are females and 16 are females. In age group of 38years to 48 Years, 76 are females and 56 are males. The table showing majority of participants are females compare to males.

Table 03: Details of Responses for variables to evaluate the financial literacy Knowledge of Respondents

1. Annual Income	Frequency	Percent
Less than Rs. 10000	86	**20.8**
Rs. 10000 to Rs.20000	114	**27.5**
Rs.20000 to Rs. 30000	116	**28**
Rs. 30000 to Rs. 40000	42	10.1
Rs. 40000 above	56	13.5
Total	414	100
2. Source of Income	Frequency	Percent
Agriculture	26	6.3
Except Agriculture no Income	114	**27.5**
Son or Daughter working in Urban Area	112	**27.1**
Helping Other's agriculture activity	89	**21.5**
Own agriculture activity and helping in other's agriculture land	73	17.6
Total	414	100
3. Knowledge of savings	Frequency	Percent
Strongly disagree	26	6.3
Disagree	78	**18.8**
Neutral	129	**31.2**
Agree	181	**43.7**
Total	414	100
4. Avenues of Savings	Frequency	Percent
Savings at home	143	**34.5**
Saving at local money lnders	128	**30.9**
Self-Help groups	100	**24.2**
Banks	29	7
Others	14	3.4

	Total	414	100
5.	**Purpose of savings**	Frequency	Percent
	For Children Education	105	**25.4**
	For Children's marriage function	144	**34.8**
	To Invest in Agriculture	62	15
	To Meet Uncertainty	62	15
	To Men Future Commitments	41	9.9
	Total	414	100
6.	**Criteria To Evaluate Saving avenues**	Frequency	Percent
	Safety	42	10.1
	Interest Amount or Return	82	**19.8**
	On time Return or repayment	62	15
	Easy to Access	124	**30**
	Others	104	**25.1**
	Total	414	100
7.	**Management of Village level Financial Activities**	Frequency	Percent
	Concerned Individuals	14	3.4
	Concerned Group	58	14
	A particular family	43	10.4
	Based on village policies	200	**s**
	Spontaneous Decision	99	**23.9**
	Total	414	100

(Source: Primary Data)

Table 03 showing the details of respond for first factor of the study. The factor 01 aims to know the finance literacy of the individuals-under the same 07 variable have used to achieve the same. The first variable showing the details of income range of individual and second variable source of income. As per the data, *20.8%* of Individual have *less than Rs.10,000 as Annual Income* and 27.5% have Annual Income between Rs.10,000 -Rs.20,000. Around 13.5% have annual income more than Rs.40,000. For 27.5% respondents' agriculture is the main source of income, except that no other source of Income. 27.1% depends on Son/daughter who have settled in urban areas -for the income and 21.6% getting income by helping other's agriculture activities.

Third variable aiming to know awareness of saving among people, as per most of them are aware of saving and have various savings avenue too, 34.5% of respondent still have habits of saving their income at home and 30.9% of respondents saving their income with local money lenders and 24.2% of them saving at rural self-help groups. It is showing the saving habits in rural places.

Saving habits would improve their financial ability to meet uncertainty and there would ne number of reasons for savings, as per the data, where 5th variable traying to know the purpose of savings, majority of them saving their income to meet expenses of their children's marriage and education 15% of them saving to invest in agriculture. Easy to access and returns may be the leading criteria to evaluate savings avenue since 30% of respondents considering easy access is the criteria for evaluating saving avenues and 19.8% of them looking for return and 25% are not specifying any criteria.

As per the data, at village level financial aspect are based on village policies since 48.3% agree for the same at 7th variable and 23.9% saying that financial decisions at village are spontaneous.

Table 04: Details of Responses for variables to evaluate the Human Resource Aspect of Respondents

2.1 Decision Making process in family	Frequency	Percent
Decision with elders	166	**40.1**
Collective decision	144	**34.8**
Spontaneous Decision	83	20
No discussion happens in family	21	5.1
Total	414	100
2.2 Matters for decision in family	Frequency	Percent
Agriculture activities	86	**20.8**
Loan or Savings	34	8.2
Education for children	103	**24.9**
Important family events	104	**25.1**
No discussion happens in family	87	21
Total	414	100

2.3 Participation of family members in decision making	Frequency	Percent
Disagree	108	26.1
Neutral	180	**43.5**
Agree	126	**30.4**
Total	414	100
2.4 Head of the family	Frequency	Percent
Mother-in-law	28	6.8
father-in-law	110	**26.6**
Husband	137	**33.1**
Wife	28	6.8
Elder Son or Daughter	111	26.8
Total	414	100
2.5 Decision at village level	Frequency	Percent
Leaders	62	15
leaders at village meeting	250	**60.4**
Few peoples of village and leader	62	15
Individual level	20	4.8
No such village meeting practices	20	4.8
Total	414	100
2.6 Matters for village level meetings	Frequency	Percent
Village festival	62	15
Intra-village matters	125	**30.2**
Any problems in village	124	**30**
Breach of village rules and regulations	82	**19.8**
Any other matters	21	5.1
Total	414	100
2.7 Decision about children/s education	Frequency	Percent
Decision with elders	156	**37.7**
Collective decision	155	**37.4**
Spontaneous Decision	78	18.8
No discussion happens in family	25	6
Total	414	100

(Source: Primary Data)

Human relationship and approach to human relationship in family and at community level would give a base to understand the management at rural places. Seven variables have used to know the management of human relationship at rural places as a second factor for the study. The **table 04** showing the information about respondents' response to these seven variables of second factor.

As per the data, 40.1% of 414 respondents agreed the decision making will happen with discussion with eldered in the family as per response for first variable 2.1. and 34.8% saying that at family they are practicing collective decision-making process. The second variable 2.2 of second factor showing that important family functions and children education related issues are most common for matters for decision at family as 25.1% and 24.9% of respondents agreeing for the same respectively.

Third variable aiming to know the participation of family member in decision making process, as of data, 43.5% are neutral and 30.4% are agreeing for their participation in decision making process. Fourth variable, showing the information of family head, as per data males grown children of the family are heading the family.

Fifth variable, showing how decisions happens at village level, as per the data, 60.4% agreeing that leader at village meeting take decisions. It is showing the participation of individuals at village level. Sixth variable giving information about matters requiring village level decisions – as per the data, intra village matters and any other problems at village requires village level decision. The last variable of this factor showing decision will happen at family for children's education. As per the data 37.7% saying that it happens with decision with elders of the family and another 37.4% saying that it is a collective decision.

Table 05: Details of Responses for variables to evaluate the agriculture activities of Respondents

3.1 Decision pattern for agriculture activities	Frequency	Percent
Individual Decision	165	**39.9**
Decision with elders	81	**19.6**
Collective decision	56	13.5
Spontaneous Decision	28	6.8
No discussion happens in family	84	**20.3**
Total	414	100
3.2 Purpose of agriculture	Frequency	Percent
For daily consumption	64	15.5
As a source of Income	64	15.5
For consumption and income	128	**30.9**
Because of family decision	63	15.2
Since no other job	95	**22.9**
Total	414	100
3.3 Influence of village practices on individual agriculture activities	Frequency	Percent
Disagree	83	20
Neutral	166	**40.1**
Agree	165	**39.9**
Total	414	100
3.4 Marketing of agriculture crops	Frequency	Percent
No sales of agriculture crops	128	**30.9**
With known peoples	156	**37.7**
Within village	78	18.8
with private agencies	26	6.3
With government agencies	26	6.3
Total	414	100

(Source: Primary Data)

Table 05 showing the information about agriculture activities and reasons for agriculture activities. Economic activities in rural area may give way to earn income by various means, agriculture in the economic activities where it gives scope for various activities under this third factor four various have taken to know about the same. The first variable giving information about the decision-making process to conduct agriculture activities – as per the data, 39.9% of respondents saying that this is individual decision and 20.3% saying the no discussion will happen in family to take decision about agriculture19.6% of respondents agreeing that discussion with elders will happen. Purpose to conduct agriculture activities may be numbers as per the second variable- 30.9% of respondents saying they are doing agriculture activities majorly for consumption and as a source of income 15% each agree individually for the same purpose.

Agriculture activities may be influence by various factors, influence of village is one among them, since it is social life, society will influence agriculture activities too, as per 3rd variable, 40.1% are neutral and 39.9% of respondents accepted the influence of village on individual decision about agricultural activities.

This agriculture outcome can be traded among various persons, as per the data, 37.7% of respondents trading with known persons and 30.9% are not trading their agriculture products and 18.8% are trading within village, as per the fourth variable of this factor

Table 06: Details of Responses for variables to evaluate the Inter and Intra-village relationship of Respondents

4.1 Construction and maintenance of community buildings, prayer/pooja halls	Frequency	Percent
With village peoples	181	**43.7**
Other village peoples	129	**31.2**
Other contract workers	26	6.3
No such activities	26	6.3
With help[and support of government	52	12.6
Total	414	100
4.2 Construction and development of irrigation channels, pots, and lakes	Frequency	Percent
With village peoples	32	7.7
Other village peoples	32	7.7

Other contract workers	142	**34.3**
No such activities	16	3.9
With help[and support of government	192	**46.4**
Total	414	100
4.3 Relationship with neighbor villages	Frequency	Percent
Disagree	54	13
Neutral	130	**31.4**
Agree	205	**49.5**
Strongly Agree	25	6
Total	414	100

(Source: Primary Data)

Fourth factor of the study aiming to know the inter and intra -village relationship, trading or economic activities would make a platform to make people connected by various means, the information is given in **table 06.** Under the fourth factor 3 variables are considered, as per the first variable, construction, and maintenance of community building, prayer/pooja halls done by village peoples as 43.7% agreeing for the same. 31.2% respondents saying that it done by with help of other villagers. Second variable, construction of irrigation channel, pots, and lakes done with the help of contractual workers and with support of government agencies. And 3rd variable help us to know the status of relationship with neighbor villages, 49.5% of respondents agreed for healthy relationship and 31.4% of them kept neutral for the same.

Table 07: Result of ANNOVA between Status at Village and Three variables of second factor

		df	Mean Square	Sig.
Matters for decision in family	Between Groups	3	0.055	0.994
Participation of family members in decision making	Between Groups	3	0.052	0.965
Head of the family	Between Groups	3	0.286	0.915

(Source: Primary Data)

Individual status at village would influence few human relationship aspects, **Table 07** showing the result of ANNOVA intended to know the impact of status on (2.2) Matters for decision in family, (2.3) Participation of family members in decision making and (2.4) Head of the family.

The table showing, difference, mean square and significance value, as per the significance value, data is insufficient to prove the impact of status on these variables. As per the study, status is not deciding human related aspect at family.

Table 08: ANNOVA between Education qualification and Finance literacy

		df	Mean Square	Sig.
Monthly Income	Between Groups	3	1.051	0.593
Source of Income	Between Groups	3	1.877	0.267
Knowledge of savings	Between Groups	3	0.459	0.662
Avenues of Savings	Between Groups	3	0.115	0.961
Purpose of savings	Between Groups	3	0.544	0.806
Criteria To Evaluate Saving avenues	Between Groups	3	7.964	**0.003**
Management of Village level Financial Activities	Between Groups	3	0.351	0.823

(Source: Primary Data)

Education qualification would influence some variable of study, **Table 08,** showing the influence of Education on literacy of finance of rural people. As per the data except the variable- **Criteria to Evaluate Saving avenues-** no other variables are influenced by the Education qualification.

If people have proper education, they will evaluate merits and demerits of each savings option what they would get at rural level.

Without formal education peoples have savings awareness and they know how to rise required fund and with help of savings they are/were planning to meet future requirements too. It shows their knowledge about financing at rural places.

Table 09: ANNOVA test result between Status of Individual and variables of fourth factor

		df	Mean Square	Sig.
Construction and maintenance of community buildings, prayer/pooja halls	Between Groups	3	0.087	0.987
Construction and development of irrigation channels, pots, and lakes	Between Groups	3	0.156	0.966
Relationship with neighbor villages	Between Groups	3	0.028	0.988

(Source: Primary Data)

Individual status at village would influence inter and intra village relationship**, table 09** showing the result of ANNOVA test between these two variables. As per the result, individual status influencing third variable of the fourth factor that relationship with neighbor village and for remain two factors it has no influence as per the significance values.

Findings and conclusion

The concept of management may not be the new in Indian rural places, their financial literacy, their perception, and attitude towards human aspects at individual and group level, and their practices in agriculture sector and finally about their view and work to build village showing that they are aware of management.

The word 'management' may be new to them, but not the practices, when we look at their savings habits, it shows their knowledge to meet future requirement- the same we have in financial management. And the concept of evaluating savings avenue – we have in modern financial management.

In human relationship, we learn the concept of decision-making process, collective decisions, participation of individuals at decision making and others. But India rural systems following the same from long ago, their village meetings (Panchayath) are the best example for this group decision making and their practices of sharing decision making authority to younger generation in family (where elder son/daughter take decision) is the example for best human resource approaches.

In rural India we can see the agriculture sector as a prime economic activity, these economic activities show their practices of marketing management theories. Based on requirement they adopt agriculture activities, and they will follow practices of villages agriculture too (influence of village on agriculture activity).

They follow rules and regulation for inter and intra village relationship- that making to have such bondages among rural places in India.

The practices and nature of village and systems at rural India is the best example for management thoughts, theories, and practices.

The study supported the thought that the concept of management is not new in India, they are practicing the same from long ago.

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