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Agricultural Storage Infrastructure

Impact of Motivation and Recognition

Highlights

Patient Medical Record Organization

Assessing Entrepreneurial Characteristics

Discovering Thoughts, Inventing Future

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Impact of Motivation and Recognition on Employee's Performance: A Study on Public and Private Sector Banks in Punjab and Haryana

By Miss Richa Aryan & Dr. Amrinder singh

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Abstract- Purpose: The research will examine the impact of motivation and recognition on employee's performance in public and private sector banks of Punjab and Haryana. In the current era it is a challenge for the managers to imply strategies which motivate employees to improve their work performance and productivity.

Design/methodology/approach: Structured questionnaire is used to collect the required primary data from 100 respondents in public and private sector banks in Punjab and Haryana. Descriptive statistics, correlation, regression analysis, factor analysis and t-test are used as statistical tools in analysis.

Keywords: motivation, recognition, employee performance, public sectors banks, punjab & haryana.

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IMPACTOFMOTIVATIONANDRECOGNITIONONEMPLOYEESPERFORMANCEASTUDYONPUBLICANDPRIVATESECTORBANKSINPUNJABANDHARYANA

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Impact of Motivation and Recognition on Employee's Performance: A Study on Public and Private Sector Banks in Punjab and Haryana

Miss Richa Aryan [α] & Dr. Amrinder singh [σ]

Abstract- Purpose: The research will examine the impact of motivation and recognition on employee's performance in public and private sector banks of Punjab and Haryana. In the current era it is a challenge for the managers to imply strategies which motivate employees to improve their work performance and productivity.

Design/methodology/approach: Structured questionnaire is used to collect the required primary data from 100 respondents in public and private sector banks in Punjab and Haryana. Descriptive statistics, correlation, regression analysis, factor analysis and t-test are used as statistical tools in analysis.

Findings: The study found that Performances of employees are significantly affected by the salary and other monetary benefits provided by the organization. Recognition is the most important non monetary reward which improves performance of the employees of banks. Employees feel that their organization should provide them more opportunities for personal growth and advancement

Practical implications: The research offers a more precise way to understand the impact of different factors of motivation and recognition on performance of employees of banks. Management of Public and private sector banks can recognize the importance of non monetary rewards with monetary ones to improve productivity and performance.

Originality/value: This research is conducted for the first time paradigm which explores the effectiveness of motivation of employees in public and private sector banks in Punjab and Haryana. There is currently limited evidence on the impact of motivation in the performance of the extended public sector. This research is one of the very few that has been made from the perspective of employees.

Keywords: motivation, recognition, employee performance, public sectors banks, punjab & haryana.

I. Introduction

The success of an organization depends not only on technical expertise but also on the interest of the workers. Enthusiasm or willingness to work can be enhanced by motivation. A strong positive motivation will increase the output of employee and native motivation will reduce their performance. Motivation leads to job satisfaction. A person who is not motivated and not in high morale and spirit would not be satisfied. *Dessler* (2001) support that motivation as the intensity of a person's desire to engage in some activity. Motivation is an inner drive that initiates an employee towards goal directed behavior. According to *Frimpong and Fan (2009)* performance management is the process through which managers ensure those employees" activities and outputs are congruent with the organization's goal. A highly motivated person will work hard towards the achievement of organizational goal. *Luthans* (1992) says, "Motivation is a combination of needs, drives and incentives. Motivation is defined as the process that starts with physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentive". In today's era it is a challenge for the managers to imply strategies which encourage employees to improve their work performance and productivity. Managers of modern days company in the financial services employees but also help them to achieve competitive advantage in the market. The achievements of individuals and organizational goals are independent process linked by employee work motivation. Individuals motivates themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also. It means that organizational goals are directly proportion to the personal goals of individuals. Every individual is different from other in terms of ability, preferences, ideology, social and economic background .so every employee has to be motivated in different way. While motivating employee leader should keep in mind the needs of the employee which they desired to be fulfilled. An employee can be only motivated by satisfying is unsatisfied needs. Jobs differ on the basis of their specialization and requirements. A particular type of job will not be liked by every employee of the organization. Certain jobs are challenging and liked by few individuals .There can never be a particular job which could provide pleasure and satisfaction to every individual. Right jobs make people right and motivate them. Motivation has direct link with working conditions and environment. The first reason why motivation is a

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difficult job is that the workforce is changing employees join the organization with different needs and expectations their values, beliefs, background, lifestyle perceptions and attitudes are different not many organizations have understood these. Motivating employees is also o more challenging at a time when firms have dramatically changed the jobs that employees perform, reduced layers of hierarchy. Motives can only be inferred, they cannot be seen .What motivates one employee could be failed to motivate another employee. The dynamic nature of needs often poses challenge to any manager in motivating his or her subordinates. An employee at any given time has various needs, desires and expectations. Further these factors change over time and may conflict with each other.

II. Literature Review

Motivation has become a dominant topic in recent years. Despite this, there remains a paucity of critical academic literature on the subject, and relatively little is known about how motivation can be influenced by management in banking sector. This literature survey examined peer-reviewed journal articles, working papers, textbooks, and other published resources relevant to employee motivation. The review also identifies gaps and issues that have not so far been investigated, making clear the focus of where further enquiry should be. The review aims to add value to the current state of knowledge by critically evaluating the existing literature on motivation of employees.*Uzonna (2013)* investigates the factors which prompt people, what influence them and why they stick to particular action .He also evaluate motivation of employees in the banks. *Owusu* (2012) assess the different motivational packages offering by the organization to its employees and which package influence the performance of employees the most and how it affects the performance of organization. *Omollo and Dr.Oloko* (2015), demonstrates the effect that motivation had on job of the workers in Kenya commercial bank. He establishes the effect of job enrichment, training and team building on performance of employees. *Manolopoulos* (2007) tries to understand the relationship between work, motivation and organization in public sector. *Ankli and palliam (2012)* investigates self determination theory to motivate workforce of an organization and he recommended SDT s encompassing theory of motivation. *Chebatet.Al* (2002) assessed the effect of managerial tools to increase the prosocial behavior of employee. *Romero and kleine*(2000) investigate the effect of positive reinforcement on employees. *Khan et al.* (2010) analyzed the role reward plays in motivating employees of commercial banks of Kohat, Pakistan. *Daschler and Ninemeier* (1989), conducted research and investigated what employees may seek from the work environment. A review of past literature studies are descriptive, qualitative, quantitative and empirical studies. As *Omollo and Droloko* (2015) has used descriptive survey method, collected primary data through self structured questionnaire to assess the effect motivation had on job of workers of Kenya commercial bank. A study has been conducted upon Ghana commercial bank by *Qwosu(2012),* by using survey research deign with observation and questionnaire method. *uzonna* (2013) used quota and simple random sampling for empirical study to know effect of motivation on employees. *Manolopoulos* (2007), *Ankliand palliam* (2012), *Chebat et. Al* (2002) used descriptive statistics as a research tool to gain more insights in relation between motivation and employees performance. The purpose of this research is to give a better understanding of motivation and its effect on employee's performance. The research tools used for the study were questionnaires. The information on the influence of motivation on performance was presented as received from the respondent. Descriptive survey is a process of collecting data in order to answer questions concerning the current status of the subject in the study. *Uzonna (2013)* in his studies found that motivators which are being given in monetary form like fringe benefits and pay for performance had high impact on performance of employees, on the other side bonuses, profit sharing had low effect on the employees performance. *Manolopoulos* (2007) studied that the demographic characteristics of an employee and its ability to perform task are the major factors which determines the motivational performance of an employee. *Ankli and palliam (2012)* in their study explored that essential extrinsic motivation can be detrimental to intrinsic motivation. *Omollo and Dr oloko* (2015) studied that monetary rewards significantly affect the performance of the employee in the organization. In summary, the literature surrounding performance suggests that motivation is the key factor which influences the performance of employee. Management themselves need to be understand the extrinsic and intrinsic needs of the employee so that right motivator can be used in order to influence the performance of employees.

III. Objectives of Study

1. To investigate the effect of motivation on employee performance at public and private sector banks.
2. To establish the effect of recognition on performance of employees in public and private banks.

IV. Research Methodology

The scope of the study will be limited to the public and private sector banks in Punjab and Haryana. This research will cover the aspects related to the activities related to motivation and recognition in public sector banks and the different tools that are used by public sector banks for motivation. This study was conducted in public and private banks in Punjab and Haryana. The data was collected from top level and middle level employees as the target group of the study. This research took a period of two months during which data was collected from the field, organized, analyzed and presented in analytic form. The significance of this study is to find that which motivators affect the performance of employees the most. Therefore findings of this study will provide important information to decision makers and human resource managers of the bank to either change ways of motivating staff of the bank. The results of the study will also add to the existing body of knowledge on the issue of motivation and productivity in the public sector banks. All the items under consideration in any field of inquiry constitute a population .we select only a few items from the population for our study purposes. The items so selected constitute what is technically called a sample. Sekeran, (1990) defines a sample as a portion of the population that has attributes as the entire population. The target population for the study consists of staff of private and public sector banks of Punjab and Haryana. The study employed the use of self structured questionnaire to collect the required primary data. Descriptive statistical analysis technique was employed to obtain useful summary of responses. Simple random sampling is used and total sample population of hundred employees. Sampling is necessary because population interest is large, diverse and scattered over a large geographic area (Kothari 2008). Simple random sampling was used since no complexities were involved. Simple random sampling is used and total sample population is hundred respondents. Primary data was collected through the use of self-structured questionnaires. A questionnaire consisted of a number of questions in a definite order on a form or set of forms. The questionnaire contained both structured and semi-structured questions.

V. Data Analysis and Findings

The data collected was processed using the statistical package for social science (SPSS).The results of the study are shown in tables, percentage charts and graphs. Both qualitative and quantitative methods of data analysis were used for the study. The variables of interest to the researcher were motivation and recognition was analyzed.

A self designed questionnaire was used to explore various factors of motivation which affects on the different questions regarding factors of motivation which improves employee's performance.

Descriptive statistics				
	Mean	Std. Deviation	Variance	Skewness
Salary	1.97	1.141	1.302	1.059
Benefits	1.99	0.927	0.858	0.798
Increment	2.61	0.931	0.867	0.17
Personal growth	2.9	1.068	1.141	0.355
Promotion	2.6	1.146	1.313	0.88
Status	2.05	0.744	0.553	0.821
Advancement	2.42	0.89	0.792	0.642
Recognition	1.76	0.793	0.629	0.955
Rewards	1.91	0.933	0.871	0.487
Program	2.5	0.882	0.778	0.451
Skills	2.16	1.022	1.045	0.829
Working conditions	2.42	1.027	1.054	0.791
Team spirit	2.64	0.948	0.899	0.421
Potential	2.26	0.928	0.861	0.152
Participation	2.76	1.093	1.194	0.209
Retirement benefits	3.4	1.119	1.253	-0.229

In the above data Mean clearly shows that respondents are agreed with the fact that motivational factors do impact their performance, except in the case of retirement benefits where means lies at 3.4, where employees are neutral or disagree that the retirement benefits available are sufficient. Standard deviation of the above data is less than 1 case of maximum variable which support that data is normal. Skewness of the

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collected data also shows that data is normal which signifies that the response of the employees is not skewed either positively or negatively. The response of respondents is forming a particular group which signifies that they are agreed in same manner.

Correlations

	salary	benefits	increment	growth	promotion	status	advancement	recognition	reward	programme	skills	recognition	work conditions	am spi	potential	participation	retirement
salary		.411**	.227*	.462**	.501**	.371**	.082	.104	.111	.216*	.342**	.224*	.097	.167	.198*	.059	.104
benefits	.411**		.230*	.152	.244*	.221*	.017	.217*	-.024	.303**	.332**	.290**	.079	.088	.144	.217*	.257**
increment	.227*	.230*		.539**	.392**	.028	.395**	-.251*	-.204*	.548**	.448**	.033	.078	.469**	-.209*	.126	.374**
growth	.462**	.152	.539**		.660**	.019	.385**	-.076	.133	.450**	.524**	.378**	.241*	.512**	.179	.369**	.507**
promotion	.501**	.244*	.392**	.660**		.320**	.335**	.160	.212*	.440**	.624**	.516**	.333**	.442**	.327**	.156	.331**
status	.371**	.221*	.028	.019	.320**		.060	.415**	.108	.223*	.229*	.205*	.131	-.032	.201*	-.072	.061
advancement	.082	.017	.395**	.385**	.335**	.060		.044	.034	.245*	.370**	.109	.148	.397**	-.085	.157	.215*
recognition	.104	.217*	-.251*	-.076	.160	.415**	.044		.612**	.173	.247*	.473**	.274**	.112	.621**	.248*	.280**
reward	.111	-.024	-.204*	.133	.212*	.108	.034	.612**		.166	.259**	.567**	.430**	.248*	.692**	.424**	.306**
programme	.216*	.303**	.548**	.450**	.440**	.223*	.245*	.173	.166		.627**	.415**	.268**	.471**	.321**	.210*	.645**
skills	.342**	.332**	.448**	.524**	.624**	.229*	.370**	.247*	.259**	.627**		.592**	.301**	.550**	.307**	.396**	.535**
recognition	.224*	.290**	.033	.378**	.516**	.205*	.109	.473**	.567**	.415**	.592**		.500**	.380**	.629**	.518**	.537**
work conditions	.097	.079	.078	.241*	.333**	.131	.148	.274**	.430**	.268**	.301**	.500**		.395**	.436**	.388**	.406**
team spirit	.167	.088	.469**	.512**	.442**	-.032	.397**	.112	.248*	.471**	.550**	.380**	.395**		.303**	.306**	.442**
potential	.198*	.144	-.209*	.179	.327**	.201*	-.085	.621**	.692**	.321**	.307**	.629**	.436**	.303**		.401**	.463**
participation	.059	.217*	.126	.369**	.156	-.072	.157	.248*	.424**	.210*	.396**	.518**	.388**	.306**	.401**		.649**
retirement	.104	.257**	.374**	.507**	.331**	.061	.215*	.280**	.306**	.645**	.535**	.537**	.406**	.442**	.463**	.649**	

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The above correlation table is showing the interdependency of various factors of motivation. Salary is correlated to promotional opportunities to the extent of 50%.Bank employees see their personal growth and advancement if they get promoted. Recognition for their work is 62% correlated to potential of employees. Rewards are also showing good percentage of relation with potential of the employees. Potential of the employees is the variable which is highly correlated to recognition, rewards and working conditions.

Model Summary of regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.655[a]	.429	.319	.614

Above table is showing regression analysis in which satisfaction of employee has been taken as dependent factor and others as independent factors. Dependent factor is regressing by 65%.This table provides the R and R^2 values. The R value represents the simple correlation and is 0.655 (the "**R**" Column), which indicates a high degree of correlation. The R^2 value (the "**R Square**" column) indicates how much of the total variation in the dependent variable, satisfaction can be explained by the other independent variable. In this case, 65.5% can be explained, which is very large.

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	23.493	16	1.468	3.899	.000[b]
1	Residual	31.257	83	.377		
	Total	54.750	99			

This table indicates that the regression model predicts the dependent variable significantly well. Here, $p < 0.0005$, which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).

Factor analysis was done to extract and club the factors of motivation. KMO and Bartlett's test is used as correlation matrix.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.792
Bartlett's Test of Sphericity	Approx. Chi-Square	935.132
	df	136
	Sig.	.000

An examination of the Kaiser-Meyer Olkin measure of sampling adequacy suggested that the sample was factorable (KMO=.792). A Principal Axis Factor (PAF) with a Varimax rotation of the 17 Likert scale questions from this attitude survey questionnaire was conducted on data gathered from 100 participants.

Rotated Component Matrix[a]

	Component			
	1	2	3	4
Salary	.259	.018	.195	.711
Benefits	-.046	-.015	.735	.439
Increment	.714	-.345	.369	.044
Growth	.774	.077	.245	.118
Promotion	.664	.234	.072	.497
Status	-.008	.191	-.016	.776
Advancement	.695	-.004	-.166	.013
Recognition	-.157	.746	.062	.327
Rewards	.057	.864	-.058	.017
Program	.526	.174	.510	.166
Skills	.622	.292	.389	.255
Recognition	.278	.713	.326	.161
Working conditions	.329	.596	.048	-.044
Team spirit	.736	.279	.105	-.083
Potential	.021	.846	.168	.146
Participation	.218	.512	.520	-.310
Retirement benefits	.422	.427	.633	-.159

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

VI. Conclusion

The conclusions have been drawn by the researcher based on the research questions that had been formulated in chapter one and they are as follows; to investigate the effect of motivation and recognition on employee performance at public and private sector banks in Punjab and Haryana. Performances of employees are significantly affected by the salary and other monetary benefits provided by the organization. Recognition is the most important non monetary reward which improves performance of the employees of banks. It can be confirmed that Incentives and other benefits provided by the organization significantly affect job performance. Employees feel that they should be rewarded for meeting specific criteria above and beyond normal duties. Study reveals that good physical working conditions provided by the organization could highly motivate the employees to perform their duties. The research has given some valuable insight into motivation and its role in the organization. Organizations need to provide growth opportunity and challenging jobs in order to better motivate employees. The study reveals that recognition plays a major role in employee's motivation. Employees feel that their organization should provide them more opportunities for personal growth and advancement. Participating in cultural activities does not make any difference in motivational level of employees. Retirement benefits provided by the organization and its affect on motivation are still a question in this research because new policy of government on retirement benefits is yet to come. We can conclude that monetary rewards have higher impact on performance of bank employees but to bring out cent percent efficiency of them non monetary rewards play indispensible role. It is recommended that further study can be extended to more states of the country to find out the effects of motivation on employee performance. The sample size can be increased in those regions and different statistical tool can use in the research. This finding could bring relative different factors of motivation that could be implemented. Apart from this other financial institutions can also investigate levels of motivation that can improve performance of their employees. Further finding would help the banks to gain insights about new techniques of motivation which can improve productivity of organization.

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Workforce Bullying: Prevalence and its Impact on Wellbeing of Employees

By Priyanka Panday & Dr. Gagandeep kaur

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Abstract- *Purpose:* This paper examines the prevalence of workforce bullying in BPO- ITES services in Punjab region. Direct and indirect effects on physical and emotional wellbeing of employee. Further, the paper investigates the effectiveness of organizational initiatives against bullying and its impact on overall satisfaction of the employees.

Method: Data were collected from 130 employees in seven ITES-BPO service organizations in the state of Punjab. The research instrument was a questionnaire in three parts. The first section included the participants' demographic information; the other variables were measured in four categories: psychologically violent behaviours, workload, organizational effects and stress.

Keywords: *workplace bullying, satisfaction, organizational support, emotional well being.*

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Abstract- Purpose: This paper examines the prevalence of workforce bullying in BPO- ITES services in Punjab region. Direct and indirect effects on physical and emotional wellbeing of employee. Further, the paper investigates the effectiveness of organizational initiatives against bullying and its impact on overall satisfaction of the employees.

Method: Data were collected from 130 employees in seven ITES-BPO service organizations in the state of Punjab. The research instrument was a questionnaire in three parts. The first section included the participants' demographic information; the other variables were measured in four categories: psychologically violent behaviours, workload, organizational effects and stress.

Findings: Of these, 35 employees were classified as bullied, as they had experienced at least two negative acts per week over the last 6 months.

Correlations revealed strong relationships between the work factors and bullying. Regression showed that dissatisfaction with the job and stress is regressing strongly with the other organizational factors. Targets consistently gave lower ratings than non-targets of the effectiveness of organizational initiatives to address bullying.

Implications: Workplace bullying is a measurable problem that negatively affects the psychology.

There is scant research on workplace factors that may reduce bullying and buffer its negative effects.

Keywords: workplace bullying, satisfaction, organizational support, emotional well being.

I. Introduction

The BPO industry is about a decade old in India. BPO is the fastest growing section of the Indian information technology (IT) - BPO sector (NASSCOM, 2009). Over the last decade, the BPO industry has grown at a fastest pace. Presently outsourcing industry in India indirectly employs 3.5 million employees and accounts for 6.6% of the GDP in India (NASSCOM 2015). BPO exports from India grew from 16bn$ in 2011-12 to 24bn $ in 2014-15.The call centre industry in India is located within the country's emerging ITES-BPO (Information Technology Enabled Services-Business Process Outsourcing) sector which encompasses the off shoring and outsourcing of such processes that can be enabled with information technology (IT). This sector has demonstrated impressive and consistent growth over time, even in spite of the 2008 global financial crisis. The study was conducted in BPO sector because of its high attrition rate. The relevance in the present context is considerable due to retention and stressful work environment related issues in the BPO and ITES industry.

The review of literature revealed that there is an apparent dearth of studies on prevalence of workforce bullying especially in Indian population. The issue of bullying at the workplace is recognized in the west as violence. Pioneering research by Leymann (1996) identified a poor work environment as the key antecedent of bullying. Indeed, work environment factors may influence directly to the likelihood that bullying occurs.

Over the past two decades, researchers have examined extensively the predictors and consequences of workforce bullying. Workforce bullying differs according to the country, its culture and the company that the person is working in. Workplace bullying has long-lasting effects on organizations and its employees. Impacts include low productivity, absenteeism and stress (Einarson et al. 2003, Leymann, 1996).

Workplace bullying is the persistent exposure to negative and aggressive behaviours, which may be psychological, verbal, or physical. Such negative behaviours are labelled as bullying when they "occur repeatedly and regularly (e.g., weekly) and over a period of time (e.g., about six months)" (Einarsen, Hoel, Zapf, & Cooper, 2011). In recent decades, bullying has come to be realized as a problem that was ultimately counterproductive, (Mata, 2012) in the same way, Einarson, hoel, Zapf and cooper(2011) suggested that exposure to bullying had been claimed to be a more devastating problem for employees than any other work related stress put together.

In a study conducted via in depth interviews of Indian workers who were target of workplace bullying, Premila D'cruz and Ernesto Noronha concluded that human resource managers created "an environment in which bullying remains unchallenged, actually encouraged in indirect way." Organizational factors play a very important role in creating such environment which is encouraging for bullies (D'cruz and Noronha 2009).

Harrington *et al*. (2014) recently found similar results in the UK. This finding emphasises the importance of the work environment in validating and sustaining bullying activity (Salin and Hoel, 2011).

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Addressing specific work environment issues could work against prevalence of bullying.

According to statistics, 81 per cent bullies are bosses. Many people become bullies through job pressure but also can resort to bullying because they lack self-esteem or find it an escapist's way of correcting their personality flaws by grasping for power which they believe is theirs. Beneath the combative veneer all bullies are cowards and liars". (The Hindu).

II. Objectives of the Study

On the basis of the literature review and research gap analysis, the following objective was formulated:

1. To examine the prevalence of workforce bullying in Indian BPO-ITES sector.
2. To study the relationship between workforce bullying its impact on physical and emotional wellbeing and overall satisfaction of the employee in the organization.

III. Research Methodology

a) Data source and sample frame

The research study, being empirical in nature, relied on primary source of data. The target population for the study consists of staff of BPOs of Punjab and Haryana. The study employed the use of self-structured questionnaire to collect the required primary data. Descriptive statistical analysis technique was employed to obtain useful summary of responses. Simple random sampling is used and total sample population hundred employees.

This research will cover the aspects related to the activities which explain the prevalence of bullying. The data was collected from lower level of employees as the target group of the study. This research took a period of two months during which data was collected from the field, organized, analysed and presented in analytic form. The significance of this study is to find that which motivators affect the performance of employees the most. Therefore findings of this study will provide important information to decision makers and human resource managers to formulate the policies to deal with this problem which is playing a significant role in making work environment stressful and affecting overall productivity. The results of the study will also add to the existing body of knowledge on the issue of workforce bullying and its impact on organizational productivity.

b) Data analysis and presentation

The data collected was processed using the statistical package for social science (SPSS). The survey results were analysed with descriptive and inferential statistics. The result of the study is shown in the tables, percentage charts and graphs. Both qualitative and quantitative methods of data analysis were used for the study. The variables of interest to the researcher were prevalence of workforce bullying and effect on stress level was analysed. The following table shows the frequency distribution of the data.

Table 1 : Frequency distribution of data

Measure	Item	Frequency
gender	Male	78
	Female	40
Job experience	0-5 years	80
	6-10 years	22
	11-15 years	13
	16 years or more	2
Age group	20-30	75
	30-40	24
	40-50	17
	50 or above	2

c) Measures

A questionnaire was prepared to study the prevalence of workforce bullying and its relation with stress and wellbeing of the employees. The questionnaire was started with information relating to the demographic profile of the respondents, i.e. age, gender, experience in the present organization and familiarity with the workforce bullying. The items to know the prevalence of workforce bullying was scored on 5 point Likert scale according to the following response categories (1= never, 2 A few times, S= sometimes, O= often, 5= very often). The items to know the satisfaction level was also recorded on same scale according to the following categories (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree).

IV. Finding and Observation

a) Descriptive statistics

To obtain a holistic view and summarize research data, descriptive statistics are given in the following table for the quantitative research. For all the measures used in the study table shows the means standard deviation variance and values calculated for the 118 sample participants.

Table 2 : Descriptive statistics

	Mean	Std. Deviation	Variance
Undermine work	1.619	1.0695	1.144
Unjustified criticism	2.492	1.2247	1.500
humiliation	2.534	.9756	.952
Personal integrity	3.169	1.2697	1.612
sarcasm	3.093	1.2471	1.555
jokes	3.034	1.2190	1.486
demoralize	3.000	1.1398	1.299
Gossips and rumours	3.017	1.2675	1.607
Withholding information	3.008	1.2018	1.444
Refusal of application	3.153	1.2028	1.447
Being ignored	3.059	1.2285	1.509
Unreasonable pressure	2.958	1.1723	1.374
Impossible deadlines	3.220	1.0792	1.165
Shifting goal post	3.203	1.1137	1.240
Under valuing efforts	3.169	1.0963	1.202
Verbal threats	3.144	1.0960	1.201
teasing	3.288	1.0468	1.096
violence	3.186	1.1090	1.230
anger	3.356	1.0421	1.086
Negative effect on work	2.246	1.3135	1.725
Lowered self confidence	2.924	1.0634	1.131
Dissatisfied with the job	2.915	1.1441	1.309
absenteeism	3.042	1.1124	1.238
Emotional health	3.000	1.1911	1.419
Physical health	3.076	1.0951	1.199
Changing job	3.169	1.1040	1.219
Increased stress level	3.119	1.3085	1.712

In the above data mean clearly shows that respondents are agreed with the fact that they sometimes or a few times feel bullied in the organization. Which affects their overall performance and stress level but people have not openly indicated that as mean value lies near neutral. Standard deviation of the above data is less than 1 case of maximum variable which support that data is normal.

b) *Correlation*

Table 3 : Correlation

Correlations

	UW	UC	humiliation	PI	sarcasm	jokes	demoralize	rumours	WI	ROA&T	ignorance	UP	ID	shifting goalpost	UE	VT	teasing	violance	anger	effect on work	low confidence	dissatified	absenteeism	emotionalheath	physicalhealth	changing job	incresedstresslevel
undermine work		.301**	.107	.186*	.123	.043	.000	.099	.295**	.019	.102	-.033	-.060	.058	-.003	-.069	.099	-.149	.115	-.152	-.139	-.243**	.028	-.081	-.128	-.242**	-.096
unjustified	.301**	1	.029	.320**	.104	.132	.190*	.044	.206*	.221*	.015	-.051	-.083	.001	.179	-.021	-.131	-.018	.036	-.124	-.102	.036	.010	-.164	-.003	-.151	-.117
humiliation	.107	.029	1	.361**	.050	-.030	.131	.311**	.120	.090	.223*	.020	.155	.033	.027	.015	-.077	.010	.055	-.083	-.117	-.120	-.092	.059	-.206*	.082	-.063
personalintegrity	.186*	.320**	.361**	1	.195*	.278**	.071	.163	.150	.151	.076	-.007	.060	.042	.053	.062	.104	.020	.148	-.194*	.086	-.037	.092	.011	.009	.083	-.059
sarcasm	.123	.104	.050	.195*	1	.093	.132	.102	.142	.178	.013	-.079	.080	.202*	-.049	-.066	.012	.080	.053	-.035	-.033	.012	-.064	-.023	-.080	-.192*	-.007
jokes	.043	.132	-.030	.278**	.093	1	-.018	-.061	.081	.165	-.076	.091	.124	.052	.015	.079	.099	.033	-.111	-.192*	.108	-.145	.037	.029	-.028	-.087	-.136
demoralize	.000	.190*	.131	.071	.132	-.018	1	-.047	-.050	.087	.079	.269**	.076	-.074	.185*	.185*	-.100	.128	-.065	-.097	-.113	-.039	-.027	-.157	-.021	-.095	-.178
rumors	.099	.044	.311**	.163	.102	-.061	-.047	1	.095	.054	.224*	-.120	.072	.149	.047	-.100	-.036	.065	.067	-.033	-.062	-.017	-.249**	.096	-.315**	-.045	-.027
withholding information	.295**	.206*	.120	.150	.142	.081	-.050	.095	1	-.001	.104	.025	.038	.082	.181	.096	.073	.044	-.002	-.072	-.020	-.099	-.051	.018	-.195*	-.143	-.185*
refuasal of application	.019	.221*	.090	.151	.178	.165	.087	.054	-.001	1	.069	-.038	.086	.213*	.006	.029	.080	.235*	.134	-.116	.023	.171	-.011	-.310**	.043	-.200*	-.175
being ignored	.102	.015	.223*	.076	.013	-.076	.079	.224*	.104	.069	1	-.081	.119	.116	-.020	.152	-.033	-.008	.077	-.036	.003	-.142	-.158	-.199*	-.156	-.039	.150
unresonable	-.033	-.051	.020	-.007	-.079	.091	.269**	-.120	.025	-.038	-.081	1	.028	-.150	.065	.131	.121	.000	-.155	-.121	-.099	-.219*	-.077	.153	-.024	.025	
impossibledeadl	-.060	-.083	.155	.060	.080	.124	.076	.072	.038	.086	.119	.028	1	-.059	.048	-.034	-.095	.094	.082	-.039	.000	-.012	-.058	.086	-.094	.019	-.097
shifting goal post	.058	.001	.033	.042	.202*	.052	-.074	.149	.082	.213*	.116	-.150	-.059	1	.035	-.136	.037	.135	.106	-.029	.085	.054	-.166	.077	-.160	-.133	-.122
undervaluing effort	-.003	.179	.027	.053	-.049	.015	.185*	.047	.181	.006	-.020	.065	.048	.035	1	.022	.046	.262**	.029	.125	-.018	.093	-.076	.052	-.025	-.017	-.098
verbal threats	-.069	-.021	.015	.062	-.066	.079	.185*	-.100	.096	.029	.152	.131	-.034	-.136	.022	1	.068	.027	.000	-.096	-.086	-.092	.093	-.052	.012	-.006	.012
teasing	.099	-.131	-.077	.104	.012	.099	-.100	-.036	.073	.080	-.033	.121	-.095	.037	.046	.068	1	.233*	.328**	-.095	.173	-.136	.026	.014	-.019	-.191*	.006
physicalviolance	-.149	-.018	.010	.020	.080	.033	.128	.065	.044	.235*	-.008	.000	.094	.135	.262**	.027	.233*	1	.157	.015	.027	-.014	-.097	-.019	.009	.093	.002
anger	.115	.036	.055	.148	.053	-.111	-.065	.067	-.002	.134	.077	-.155	.082	.106	.029	.000	.328**	.157	1	-.058	.056	-.003	-.168	-.151	-.069	-.068	.038
negative affect on work	-.152	-.124	-.083	-.194*	-.035	-.192*	-.097	-.033	-.072	-.116	-.036	-.121	-.039	-.029	.125	-.096	-.095	.015	-.058	1	.264**	.423**	.104	.213*	.278**	.124	.072
lowered selfconfidence	-.139	-.102	-.117	.086	-.033	.108	-.113	-.062	-.020	.023	.003	-.099	.000	.085	-.018	-.086	.173	.027	.056	.264**	1	.276**	.335**	.236*	.196*	.113	.234*
dissatified with the job	-.243**	.036	-.120	-.037	.012	-.145	-.039	-.017	-.099	.171	-.142	-.219*	-.012	.054	.093	-.092	-.136	-.014	-.003	.423**	.276**	1	.365**	.182*	.210*	.269**	-.033
absenteeism	.028	.010	-.092	.092	-.064	.037	-.027	-.249**	-.051	-.011	-.158	-.077	-.058	-.166	-.076	.093	.026	-.097	-.168	.104	.335**	.365**	1	.110	.306**	.154	.020
emotional heath	-.081	-.164	.059	.011	-.023	.029	-.157	.096	.018	-.310**	-.199*	.153	.086	.077	.052	-.052	.014	-.019	-.151	.213*	.236*	.182*	.110	1	.046	.253**	.066
physical health	-.128	-.003	-.206*	.009	-.080	-.028	-.021	-.315**	-.195*	.043	-.156	-.024	-.094	-.160	-.025	.012	-.019	.009	-.069	.278**	.196*	.210*	.306**	.046	1	.194*	.328**
changing job	-.242**	-.151	.082	.083	-.192*	-.087	-.095	-.045	-.143	-.200*	-.039	.025	.019	-.133	-.017	-.006	-.191*	.093	-.068	.124	.113	.269**	.154	.253**	.194*	1	.246**
incresed stress level	-.096	-.117	-.063	-.059	-.007	-.136	-.178	-.027	-.185*	-.175	.150	-.114	-.097	-.122	-.098	.012	.006	.002	.038	.072	.234*	-.033	.020	.066	.328**	.246**	1

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The above correlation table is showing the interdependency of various organizational factors on workforce bullying. The correlation values among the factors affecting buying decisions are mostly negatively correlated.Negative impact on work and absenteeism is correlated to factors like undermining work, unjustified criticism, demoralization, verbal threats and teasing. There are factors like humiliation, unreasonable criticism, impossible deadlines, and undervaluation of efforts which is showing strong negative co-relation with emotional and physical wellbeing of the employees. This ultimately results into increased stress level. Behavioral aspect and organizational conditions are highest contributing towards employees feeling bullied in the organization.

c) *Regression*

Table 4 : Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730[a]	.534	.400	.8860

dependent variable- Dissatisfaction with the job

Above table is showing regression analysis in which dissatisfaction of employee has been taken as dependent factor and others as independent factors. Dependent factor is regressing by 73%. This table provides the R and R2 values. The R value represents the simple correlation and is 0.730 (the "R" Column), which indicates a high degree of correlation. The R2 value (the "R Square" column) indicates how much of the total variation in the dependent variable, satisfaction can be explained by the other independent variable. In this case, 73% can be explained, which is very large.

Table 5 : Analysis of variance

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	81.723	26	3.143	4.004	.000[b]
1	Residual	71.430	91	.785		
	Total	153.153	117			

This table indicates that the regression model predicts the dependent variable significantly well. Here, $p < 0.0005$, which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).

d) Validity of measures

To check the adequacy of sampling measures Kaiser-Meyer Olkin(KMO and Bartlett's test was adopted. Table demonstrates that the value is .520 which indicates that factor analysis is appropriate because it exceeds the minimum requirement of.50.validity of measures checked by confirmatory factor analysis.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.520
Bartlett's Test of Sphericity	Approx. Chi-Square	591.894
	Df	351
	Sig.	.000

A Principal Axis Factor (PAF) with a Varimax rotation of the 17 Likert scale questions from this attitude survey questionnaire was conducted on data gathered from 118 participants. All variables have been clubbed into six components. Variable 1, 2, 4 and 3, 7, 21, 23 has been clubbed into variable 2 and 1 respectively. Variable 15,17,18,19 is now part of component 6 same as variable 22 and 13 is the part of component 3 and 4 respectively.

Table 6 : Factor Analysis

Rotated Component Matrix

	Component					
	1	2	3	4	5	6
Undermine work	.145	.539	-.274	.024	-.320	-.030
Unjustified criticism	-.109	.570	-.310	.129	.171	-.235
Humiliation	.539	.330	.264	-.041	.146	-.120
Personal integrity	.088	.739	.211	-.055	.095	.118
Sarcasm	.103	.313	-.162	.235	.136	.098
Jokes	-.147	.460	.004	-.273	.066	.167
Demoralize	-.005	.074	-.199	-.297	.558	-.237
Gossipsandrumours	.638	.145	.142	.274	.053	-.003
Withholding information	.209	.456	-.051	-.032	.019	.003
Refusal of application	-.107	.253	-.354	.244	.434	.252
Being ignored	.446	.069	-.001	.069	-.020	.077
Unreasonable pressure	-.008	-.029	.064	-.673	.200	-.062
Impossible deadlines	.261	.048	.191	-.072	.304	.008
Shifting goalpost	.238	.091	-.118	.423	.115	.269
Undervaluing effort	.038	.047	.045	-.018	.549	.006
Verbal threats	-.082	.067	.003	-.450	.134	.054
Teasing	-.080	.089	-.034	-.218	-.064	.765
Physical violence	.066	-.122	.031	-.015	.571	.475
Anger	.161	.036	-.118	.174	.019	.586
Negative effect on work	-.227	-.267	.334	.427	.149	-.112
Lowered self confidence	-.345	.123	.468	.241	-.042	.355
Dissatisfied with the job	-.396	-.042	.303	.569	.314	-.154
Absenteeism	-.622	.267	.290	.056	-.072	-.101

Emotional health	.037	.017	.684	-.028	-.028	-.049
Physical health	-.634	-.070	.210	.058	-.005	.031
Changing job	-.070	-.147	.652	-.019	.061	-.140
Increased stress level	-.085	-.195	.342	.052	-.339	.215

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization
a. Rotation converged in 8 iterations.

e) *Findings*

Participants were employed in India's international-facing call centres which are housed in foreign or Indian MNC organizations and form an important constituent of the country's ITES-BPO sector.

V. Conclusion

Scientific research on workplace bullying is fairly new but is gaining more attention in both international and Indian research communities. WB as a severe form of workplace abuse must be dealt with on a wider scale in the 21st century. We are encouraged by the depth and breadth of academic research emerging on the topic in the last 20 years. Researchers can build on the findings of this study to assist development of theory about bullying in both and especially in the service sector environment. The results can also help organisations and individuals identify and eradicate bullying in the workplace by creating environments based on dignity and respect for all. This paper has considered the impact of bullying on the individual who experiences it as traumatic or who has ongoing or previous trauma in their life for which the bullying magnifies the trauma experience. The weakness of current policies and lack of management training is likely contributing to the trauma employees experience when subject to protracted and extreme bullying. The researcher is of the opinion that decision makers have to conceive and implement anti bullying policies which will have as prerogatives the prevention and control of workplace bullying,

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Improving Patient Medical Record Organization in a Hospital Intensive Care Unit in Rwanda

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Abstract- Introduction: Paper-based medical records will remain the norm in many resource-challenged settings for the foreseeable future.

Methods

We used a pre- and post- intervention study to measure changes in physician and nurse satisfaction scores, time to locate information in the medical records, and hospital accreditation assessment scores for 21 medical record-related standards. The intervention included using a two-ring binder and divider tabs to organize the inpatient chart and standardizing a set of clinical forms.

Keywords: medical records, low income setting, hospital, quality improvement.

GJMBR - A Classification : JELCode : D24, D73

IMPROVINGPATIENTMEDICALRECORDORGANIZATIONINAHOSPITALINTENSIVECAREUNITINRWANDA

Strictly as per the compliance and regulations of:

Improving Patient Medical Record Organization in a Hospital Intensive Care Unit in Rwanda

Willy Kiviri [α], Rex Wong [σ], Caroline Davis [ρ], Lida Rahimi [Ѡ], Dancilla Nyirasebura [¥] & Theodore Bizimana [§]

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Results

The satisfaction increased for physicians (P=0.004) and nurses (P=0.001). The time to locate clinical information decreased 50% (P=0.029). The hospital accreditation scores for the medical records-related standards increased 72% (P=0.026).

Discussion

The project demonstrates that a well-organized system can save time, increase staff satisfaction, and be an enabler toward achieving accreditation. Leadership support and staff cooperation are crucial and a thorough assessment, root cause analysis and planning are central to the success of the project.

Keywords: medical records, low income setting, hospital, quality improvement.

I. Introduction

A well-organized and comprehensive medical record is critical to high quality patient care. It can provide complete, accurate and easy access to diagnoses, treatments, results and care plans in chronological order, thus enhancing quality and efficiency of care [Green 2007, Medical Records and the Law 2008, Heller 2009, Dexter 2001, Medical legal aspects of medical records 2010, Wager 2013, Tierney 2001, Biondich 2003, Bleich 1985,Teviu2012]. Worldwide trend toward digitalizing medical records has spread to some resource-challenged settings [Teviu2012, Fraser 2007, Anokwa 2014, Lewis 2012, Piette 2012, Blaya 2010, Black 2011, Oh2005]; nevertheless, due to the lack of infrastructure, paper-based medical records will remain the norm in many settings.

Although medical records play a central role in the documentation and communication of critical patient care information among interdisciplinary health care professionals [Green 2007, Medical Records and the Law 2008, Heller 2009, Dexter 2001, Medical legal aspects of medical records 2010, Wager 2013, Tierney 2001, Mann 2003, Aziz 2002, Kerry 2006, Danquah1997], studies have indicated that medical record systems in low-income countries are lacking. In Ethiopia, only 14% of returning patients could locate their medical records and only 6.5% of medical records contained complete patient information [Wong 2009]. In Ghana, 30% of patients have multiple folders [Teviu 2012]. In Pakistan, only 39% of hospital departments recorded 75% or more required information [Aziz 2002]. Other medical records studies found similar problems such as duplication, incompleteness and inaccuracy of clinical information [Aziz 2002, Kerry 2006, Ali 2007]. However, many studies have shown that with relatively little investment from low-income country hospitals, an improved medical records management system can reduce the time to locate patient files, minimize file loss and reduce file duplication and thus cost [Teviu 2012, Wong 2009]. While many studies focused on the benefits of improving medical record systems in resource-limited countries [Teviu 2012, Aziz 2002, Kerry 2006, Wong 2009], few have examined the impact of changing the individual paper medical record's organization, structure and display once the basic system principles (unique medical record) are in place.

Accordingly, we sought to assess the impact of re-organizing the individual paper medical record on clinician time to access individual patient clinical information as well as on clinician satisfaction. We studied this issue in a government hospital in Rwanda as part of the Human Resources for Health (HRH) program. HRH is a national initiative to build Rwanda's health care workforce sponsored by USAID and directed by the Rwandan Ministry of Health [Binagwaho 2013].HRH uses a peer-mentorship model, partnering United States and Rwandese physicians, nurses and hospital managers to build capacity. Findings of this study can be helpful to policy makers, clinicians, and researchers seeking cost-effective ways to improve the efficacy of the individual paper medical record as a part of enhancing the availability of patient care data for improving both quality of clinical care and monitoring capability in low-income settings.

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II. Methods

a) Setting

In 2013, intensive care unit (ICU) staff in the largest referral and teaching hospital in Rwanda recognized that clinicians have difficulty locating and tracking information in the patient's file. In Rwanda, the inpatient medical record was a staple-bound paper booklet with no possibility to add extra or remove unused pages. Any information not included in the booklet, for example radiology reports, was either stapled to the booklet or inserted into the booklet loosely, making it almost impossible to keep the inserts in chronological order. Often, they became detached and/or lost. The bound booklet also made it time-consuming and challenging for clinicians to trend clinical information over time. ICU department physician and nursing leadership, in collaboration with Rwanda's Human Resources for Health (HRH) program [Binagwaho 2013] health management and nursing teams, redesigned the department's organization of individual patient files with the aim to reduce time to locate information in inpatient charts and improve clinician satisfaction.

b) Study Design and Sample

We used a pre- and post- intervention study to examine the accessibility of medical record information before and after the intervention, as well as to measure changes in physician and nurse satisfaction with the new medical record system. In February 2013, we conducted a staff satisfaction assessment and a time study related to accessing medical record information. Reevaluation was done in April 2013, two months after the intervention. All available physicians and nurses agreed to participate in the pre- and post- intervention time study. Specifically, four physicians and nine nurses working in the ICU participated in the pre-intervention time study and four physicians and six nurses in the post-intervention. Thirteen physicians and 18 nurses participated in the satisfaction survey pre-intervention and seven physicians and 12 nurses in the post-intervention. The survey was approved by the hospital IRB.

c) Intervention

A new inpatient medical record system was launched in the ICU in March 2013. The new system included two components: (1) Use a two-ring binder to organize the inpatient chart with divider tabs categorized into the following sections: Orders, Vital Signs, Progress Notes, Medications, Lab, Radiology, Consults, Nursing, ECG, Consent, Blood, Miscellaneous, (2) Design a set of standardized clinical forms. The standardized clinical forms included vital signs, physician orders, discharge summary and others specific to the ICU's clinical needs. The new binder format allows clinicians to record specific clinical information on corresponding standardized forms and insert the forms under the corresponding binder tabs. All similar information can be aggregated under one tab. For example, all patient vital signs are recorded on vital sign forms and placed under the vital sign tab. If a clinician desires to trend vital signs, all vital sign information can be found in one, clearly marked location. In January 2013, assessment, planning, preparation, and baseline measurements were completed. After training all ICU nurses and physicians, the official implementation was in March 2013, and a post-intervention evaluation was conducted in April 2013.

d) Data and measures

We used three measures to compare the pre- and post-intervention changes: physician and nurse satisfaction scores, time to locate information in the medical records, and accreditation assessment scores for 21 medical record-related standards.

Two satisfaction survey forms (Appendix 1 and 2) were created to capture physician and nurse opinions on the medical record. Each survey contains five questions. In Rwanda, although English has become the official language, many hospital staff continue to use French as their working language. In order to accommodate both English and French speakers, the questionnaires were translated from English to French and then back-translated to ensure translation accuracy. The physician survey included five items, each rated on a four-point scale of strongly agree, agree, disagree and strongly disagree. The items were: (1) I can find lab test results in the medical record, (2) I can follow the patient's progress in the medical record, (3) I can find the vital signs in the medical record, (4) I can find the medication administration detail in the medical record, (5) My written orders are usually followed. The nurse survey is identical to the physician survey except that question (5) is phrased as follows: I can find the physician's written orders in the medical record.

To track time for locating medical record, ICU physicians and nurses were asked to locate particular information in a randomly selected medical record and the time to do so was recorded by a HRH US faculty nurse who worked in ICU. Physicians were timed when asked to find the following five items: (1) date of lab ordered, (2) corresponding lab results, (3) the medication order, (4) what medication(s) patient is currently receiving, (5) the patient's last three days' temperature, heart rate and blood pressure. For nurses, they were timed when locating (1) physician's order two days ago, (2) if the order was filled, (3) the medication order, (4) whether the patient is currently receiving the ordered medications, (5) the patient's last three days' temperature, heart rate, and blood pressure. We conducted both satisfaction surveys and time studies during the clinicians' break time so the results would not be affected by their workload.

To measure the adherence with hospital accreditation standards, we used the average scores of 21 medical record-related standards from the Council for Health Service Accreditation of Southern Africa (COHSASA). The hospital is currently pursuing accreditation and has undergone both external and internal assessments over the past three years. The Council for Health Service Accreditation of Southern Africa (COHSASA) conducted an external accreditation assessment in 2010 and an independent consulting firm conducted an internal assessment using COHSASA standards in November 2013. Though COHSASA standards have been modified between 2010 and 2013, we identified and compared 21 medical record-related standards common to both 2010 and 2013 versions. The average scores of these 21 standards from the two baseline assessments were also used to assess changes in ICU (Appendix 3).

e) Data analysis

We employed the Wilcoxon Mann-Whitney test to assess the significance of pre- and post-intervention changes in all measures. All data analysis was conducted using SPSS v.17 statistical software using a significance level of $P<0.05$.

III. Results

There were 13 physicians and 18 nurses participated in the pre-intervention satisfaction survey and seven physicians and 12 nurses in the post-intervention satisfaction survey. There were four physicians and nine nurses participated in the pre-intervention time study; four physicians and six nurses participated in the post-intervention time study. We found the overall satisfaction scores increased significantly from the pre-intervention to the post-intervention time for physicians (29% increase, $P=0.004$) and for nurses (31% increase, $P=0.001$). The overall time for physicians to locate clinical information significantly decreased from 348 to 173 seconds (50% decrease, $P=0.029$). The overall time for nurses to locate clinical information decreased by from 79 to 62 seconds (22% decrease), although the change was not statistically significant (P-value $=0.195$). The COHSASA accreditation scores for the medical records-related standards increased from 47 to 81 (72% increase, $P=0.026$). Results are summarized in Table 1.

IV. Discussion

We found our new medical record format significantly improved clinician satisfaction and significantly reduced the time required for physicians to locate clinical information. We also found a significant improvement in adherence to the COHSASA standards. The implementation cost less than five US dollars per patient bed and required two months preparation to prepare materials and staff training.

Introducing the two-ring binder with divider tabs created an easy solution for clinicians to add extra clinical documents to the patient file in an organized and chronological fashion. As a result, clinicians were able to find and trend clinical results more easily. This is likely to improve quality of care. The intervention also involved creating some standardized clinical forms. The standardized documentation not only allowed easy filing but also provided visual prompts to remind clinicians of important information such as date, time, signature/stamp. For example, with easy access to clinical information and physician orders, nurses can more easily develop or change their nursing care plans accordingly.

Proper medical record management is an important but often overlooked component in facilitating high quality care in hospitals. Many hospital accreditation efforts involve medical record auditing to prove implementation of a policy or guideline. An organized medical record provides an easy medium for clinicians to record and to retrieve clinical information. It also helps auditors search for evidence of compliance. The significant increase in the ICU unit's COHSASA score (2010 vs. 2013) is positive confirmation of the value of the intervention.

A few key lessons were learned during the implementation process. First, unit leadership support is crucial. Without the interest and support of the physician head of department and the nurse in-charge, the project would not have been conceived or implemented. In addition, because all unit staff (physicians, nurses, others) use the medical record daily, their full cooperation is crucial. The ICU staff identified the problem, initiated the conversation with HRH staff and eventually generated interest among the ICU physicians and nurses. We also engaged the involvement of hospital administrators to ensure the hospital supported the project.

Second, thorough assessment, root cause analysis and planning are central to the success of the project. The ICU identified and defined the problem and agreed on an objective. A detailed root cause analysis helped the working team to clearly understand the issues and gaps. A well-planned intervention, with input from physicians and nurses who use the medical records on a daily basis, ensured participation and buy-in.

Third, change management is important. The project met some resistance prior to and during implementation. Some staff members had been using the previous medical record for a long time and were hesitant to change. Clinical staff also raised concerns that the new ICU chart system would deviate from the records used throughout the rest of the hospital. Addressing these concerns required reassurance, support and creativity among the project team as well

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as support from hospital leadership. Specifically, we frequently met with all involved staff in the ICU either via group or individual meetings to ensure their understanding of the project as well as to address their concerns. We also engaged hospital administrators to ensure that the hospital permitted the ICU to use a medical record organizing format different from the rest of the hospital. In addition, an HRH nurse mentor from the project team was stationed in the ICU and met regularly with the staff for supervision, reinforcement and real-time problem solving to maximize the continuity and sustainability of the project.

We acknowledge the limitations of our study. The sample size in this study was small and limits the statistical power. The ICU only has five beds and a small number of staff; however we did include all available ICU physicians and nurses in the time study and satisfaction survey. In addition, our study was limited to a single organization. Results may differ in other settings. A long term follow up is needed to assess long term sustainability.

In order to scale-up this project from ICU to other units of the hospital, a proper hospital-wide assessment of likely challenges is needed. Developing innovative strategies to prioritize project scale-up given the hospital's limited financial resources is also necessary. Engaging and mobilizing wider hospital and departmental leadership support is crucial.

The project in the ICU at the referral and teaching hospital in Rwanda demonstrates that a well-organized individual paper medical record system can improve access to patient information, which supports clinical care delivery. Using the new medical record system reduced the time to retrieve clinical information and increased staff satisfaction. It is also an important enabler toward achieving accreditation.

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Table 1 : Summary of results of satisfaction survey, time to locate clinical information and accreditation scores

Satisfaction survey	Mean Score (1 worst - 4 best)	Pre	Post	Change	p-value
Physician	Sample size (n)	13	7	-	-
	I can find lab test results in the MR	2.8	3.7	34%	0.001*
	I can follow the patient's progress in the MR.	2.8	3.7	34%	0.004*
	I can find the vital signs in the MR.	2.8	3.6	29%	0.102
	I can find the medication administration detail in the MR.	2.9	3.6	22%	0.176
	My written orders are usually followed.	2.8	3.6	26%	0.036*
	Overall	14.1	18.2	29%	0.004*
Nurse	Sample size (n)	18	12	-	-
	I can find lab test results in the MR.	2.1	3.7	74%	<0.001*
	I can follow the patient's progress in the MR.	2.5	3.5	42%	0.004*
	I can find the vital signs in the MR.	3.2	3.3	2%	0.902
	I can find the medication administration detail in the MR.	3.1	3.6	17%	0.052
	I can find the physician's written orders in the MR.	3.2	3.8	21%	0.003*
	Overall	13.9	17.6	31%	0.001*
Time study	Mean time (Second)	Pre	Post	Change	P-value
Physician	Sample size (n)	4	4	-	-
	Time to find out date of lab ordered	92	41	56%	0.083
	Time to find out corresponding lab results	55	12	78%	0.034*
	Time to find out the medication order	31	38	-21%	0.468
	Time to find out patient is currently receiving the ordered meds	115	63	45%	0.248
	Time to find out the last 3 days' temp, HR, and BP	55	19	66%	0.058
	Overall	348	173	50%	0.029*
Nurse	Sample size (n)	9	6	-	-
	Time to find out physician's order 2 days ago	38	28	26%	0.237
	Time to find out if the order was filled	14	10	29%	0.398
	Time to find out the medication order	7	8	-14%	0.901
	Time to find out patient is currently receiving the ordered meds	5	5	0%	0.747
	Time to find out the last 3 days' temp, HR, and BP	6	5	17%	1.000
	Overall	79	62	22%	0.195
COHSASA score		(2010)	(2013)	Change	P-value
Average scores of 21 medical record-keeping standards		47	81	72%	0.026*

** Statistical significance at P-value = 0.05*

Appendix 1

Physician satisfactory survey

	With great difficulty	With difficulty	Easily	Very easily
I can find lab test results in the medical record.	☐[1]	☐[2]	☐[3]	☐[4]
I can follow the patient's progress in the medical record.	☐[1]	☐[2]	☐[3]	☐[4]
I can find the vital signs in the medical record.	☐[1]	☐[2]	☐[3]	☐[4]
I can find the medication administration detail in the medical record.	☐[1]	☐[2]	☐[3]	☐[4]
My written orders are usually followed.	☐[1]	☐[2]	☐[3]	☐[4]

Appendix 2

Nursing satisfaction survey

	With great difficulty	With difficulty	Easily	Very easily
I can find lab test results in the medical record.	☐[1]	☐[2]	☐[3]	☐[4]
I can follow the patient's progress in the medical record.	☐[1]	☐[2]	☐[3]	☐[4]
I can find the vital signs in the medical record.	☐[1]	☐[2]	☐[3]	☐[4]
I can find the medication administration detail in the medical record.	☐[1]	☐[2]	☐[3]	☐[4]
I can find the physician's written orders in the medical record.	☐[1]	☐[2]	☐[3]	☐[4]

Appendix 3

21 medical record keeping COHSASA standards (common to both 2010 and 2013)

1.	The author can be identified for each patient record entry.
2.	The date of each patient record entry can be identified.
3.	The time of each patient record entry can be identified.
4.	Each patient admitted has an initial assessment that meets organizational policy.
5.	The initial assessment includes health history.
6.	The initial assessment includes physical examination.
7.	The initial assessment includes psychological assessment, where applicable.
8.	The initial assessment results in an initial diagnosis.
9.	The initial assessment results in the identification of the patient's medical, nursing or other healthcare needs.
10.	Assessment findings are documented in the patient's record and are readily available to those responsible for the patient's care.
11.	The planned care is provided and noted in the patient's record.
12.	All procedures and diagnostic tests ordered and performed are written into the patient's record.
13.	The results of procedures and diagnostic tests performed are available in the patient's record.
14.	Re-assessments are documented in the patient's record.
15.	Adverse Drug Reactions (ADR) are observed, recorded and reported through a process and within a time frame defined by the organization.
16.	The medications prescribed for and administered to each patient are recorded.
17.	When a patient is transferred to another organization, the receiving organization is given a written summary of the patient's clinical condition and the interventions provided by the referring organization.
18.	A copy of the transfer summary is available in the patient record.
19.	The healthcare organization agreeing to receive the patient is noted in the patient's record.
20.	A discharge summary, which includes at least items a) to g) in the intent statement, is written, by the medical practitioner when each patient is discharged.
21.	Each record contains a copy of the discharge summary.

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Assessing Entrepreneurial Characteristics among Public University Students in Ethiopia

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Abstract- Purpose: purpose of this study aims at assessing entrepreneurial characteristics among public university students in Ethiopia.

Methodology: Survey research method was employed involving total of 210 students from four public Universities found in the Ethiopia. Sample of respondents from selected Universities were drawn by using systematic sampling techniques. The study used both primary and secondary data. Pertaining to data analysis both qualitative and quantitative data analysis techniques mainly descriptive analysis using percentages, tables and graphs were employed. While for inferential statistics like distribution based of determinant factors of entrepreneurial intention undergraduate students multiple regression analysis was conducted to identify which variables are significant for the model. Regression analysis was used to explain the effect of independent variables on a dependent variable.

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ASSESSINGENTREPRENEURIALCHARACTERISTICSAMONGPUBLICUNIVERSITYSTUDENTSINETHIOPIA

Strictly as per the compliance and regulations of:

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Findings: the study identify that the higher education students those who have been attending their education have high risk taking propensity, possess self-efficacy, possess internal locus of control and they can control their future events and have desire for autonomy which could be the reason for new venture creation.

Practical implications: the finding specifically imply that the universities are advised to give attention to the impact of social influences, identify the way to enhance students confidence to perform entrepreneurial roles and tasks, allow university stakeholder participations such as Supervisor and Lecturer to guides students well and encouraged students to pursue their own ideas. Finally, Ethiopian ministry of education is expected look at university environment to creates environment which can boost entrepreneurial intention of the students.

I. Background of the Study

Entrepreneurship has increasingly evolved to such an extent of not only becoming a career but also a desirable employment option for most people these days. There are more small businesses being created. This has been evidenced by the growing number of people specializing in the conduct of small businesses. On the other hand professional or rather office jobs employment is no longer a fashion as people remains with less chances for getting salaried jobs. We have less prospects of being employed in established organizations. Probably this can be taken as a contributing factor that forces many people to seek opportunities for self employment[1]. This has brought about the heuristic characteristics among many people who behave entrepreneurially.

There is an external learning with which circumstances drive certain people to follow a particular career in life. Still political and academic interest in support of entrepreneurship as a career choice is on the rise probably because of the link between new venture creation and the economic development. In Teixeira & Davey, Moore, Klapper and Leger-Jarniou, 2006 are quoted to show that the continued economic uncertainty, corporate and government downsizing and a declining number of corporate recruiters on the education system have been fostering the appeal of self-employment (Teixeira & Davey 2008). But it is also being noted as common for tertiary education to prepare students not only as job seekers but mostly as job creators by becoming self-employed (Gelderen, Brand, Praag, Bodewes, Poutsam & Gils 2008). No wonder entrepreneurship has a hand in supporting any economy in the world. It is well considered that people who are engaged in business creation are vital in the modern economy. These same people are charged with responsibilities that bring new products in the market and revitalize the disequilibrium of economy. These individuals depict unique behaviors that have drawn academicians' attention for academic researches.

The main argument asserts of entrepreneurial intention as the pre-condition for undertaking entrepreneurship is that signs that people show to behave in a particular way can help in telling the ways in which people will end up behaving. In the same line, we will find established evidence that someone's intention to act towards something in a certain manner is the most obvious indicator of his actual behavior.

Krueger and other colleagues have discussed entrepreneurial intentions to show that people will not indulge in starting new firms as a reflex, but rather they consider the option much more carefully and quite well in advance (Krueger, Reilly & Carsrud 2000, Scutjens &

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[1]As will be shown later in this study self employment, small business and business enterprises operations are synonymously used and are literary taken to mean entrepreneurship. A more clarification follows in the review of literature.

Stam 2006). The drive comes from within an individual who intend to set up a business venture. Even though researchers still tell that situational as well as individual attributes serve as poor predictors of new business formation, the fact remains that it is an individual who personally envisages and articulate into business ideas. As mentioned above, it is apparently normal in course of living for people to choose entrepreneurship as a career. This makes it a norm to conjecture that the entrepreneurship process is or can be regarded as a pre-intended behavior in which people eventually delve in. Following this argument the established thrust for entrepreneurial intentions investigation gathers grounds. The same intentions are regarded as best predictors of planned behaviour which in this study is the act of starting a new business. Entrepreneurial intentions as such have accorded merits and academicians strive in efforts so that it is established on the ground of what trigger people to behave entrepreneurially.

Various societal and organizational attributes as well as organizational and individual aspects are accounted to be of essence in deriving entrepreneurs and entrepreneurship in any community (Gelderen, Brand, Praag, Bodewes, and Poutsam & Gils 2008). Dutta & L.Thornhill admit that entrepreneurs form a stock of heterogeneous people with regard to setting or even grow business (Dutta & L.Thornhill 2008). Prior theoretical and empirical research shows diversity of individual intentions to start business. With this in mind, the following study draws most of its attention on the incorporation of attitudinal factors as well as characteristics of individual students for the assessment of intentions for new venture creation. The researchers believe it is the inherent personal factors of individuals that dispose them to engage in entrepreneurial behaviours. Extant studies on entrepreneurial intentions mostly focus on the impact of business training to determine the level of entrepreneurial skills among students (Gaddam 2008, Gelderen, Brand, Praag, Bodewes, Poutsam& Gils 2008, Souitaris, Zerbinati& Al-Laham 2007, Raab, Stedham&Neuner 2005).The fact remains that those studies have led to deeper understanding of business intentions among students, but the same studies have not exhausted conclusions on general students to incorporate a dynamic aspect for changes in attitude and economic environment keep on revolving. Thus findings on this same subject can contradict with the finding at this yet another moment in time. This study will contribute to this ongoing literature by learning and establishing the entrepreneurial variables among students at the university those took entrepreneurship courses.

We are in an age where the entrepreneurial culture should flourish to the extent that entrepreneurship needs to be regarded as a career that is desirable to every individual. It is within this framework that a proposition is made that students and especially university students, form a significant portion of potential entrepreneurs.

II. Entrepreneurial Characteristics of the Respondents

The trait approach to entrepreneurship has been pursued by many researchers in an attempt to separate entrepreneurs from non-entrepreneurs and to identify a list of character traits specific to the entrepreneur. There is no agreement however on the number of traits, specific to the entrepreneur, or their validity. Chell (2000) suggests that it is not clear whether some of the studied attributes precede entrepreneurial behavior or whether entrepreneurs acquire them in the process. Furthermore, entrepreneurs may possess some, but not necessarily all, of the traits highlighted in the literature bringing us to the conclusion that not one stereotypical personality model fits.

III. Respondents Risk-Taking Propensity

McMullen and Shepherd (2006) argue that a willingness to bear the perceived uncertainty associated with entrepreneurship can be seen as a belief-desire configuration similar to that of entrepreneurial intentions models. That is, desire of pursuing entrepreneurial action is a function of motivation, and belief in the ability to pursue entrepreneurial action is a function of knowledge. Mitton (1989) suggested that entrepreneurs seek the excitement of ambiguous situations in order to challenge themselves. This tolerance for ambiguity tends to go hand in hand with entrepreneurs' risk taking propensity.

Table 1 : Risk-taking propensity of the respondents

Even though it is frightening to try something new, are you the type who tries	Frequency	Percent
Yes	134	**63.8**
No	75	**35.7**
Total	210	100.0

Source: Research Data, 2012

As the above tables depicts out of all respondents, 134 (63.8%) students replied that even though it is frightening to try something new, they will try it and the remaining 75(35.7%) of the respondents responded that if it is frightening to try something new they will not try to do. Therefore from the above finding it is possible to conclude that the majority of the students have high risk taking propensity.

IV. Self-Efficacy of the Respondents

General self-efficacy is an individual's faith in his or her capacity to perform successfully across a variety of diverse situations (Gardner and Pierce, 1998). Research into attitudes has found that one's perceptions of one's ability to perform specific tasks increase the likelihood of attitude converting into intent and consequent behaviour (Ajzen, 1991). In the absence of self-efficacy, individuals make self-limiting decisions despite having the necessary skills to pursue a path of action (Bandura, 1986).

Table 2 : Entrepreneurial self-efficacy of respondents

If your friends, father and mother tell you that it is foolish of you to want a career, You will listen to them and stay home long years for waiting for job	Frequency	Percent
Yes	44	21.0
No	166	79.0
Total	210	100.0

Source: Research Data, 2012

The above table reveals that majority 166(79.0%) of respondents responded that they will not follow their friends and family suggestion and wait for job and 44(21.0%) of the respondents responded that they will follow their friend and family suggestion and waiting for job. Therefore from the above result we can conclude that students in selected Universities posses self-efficacy and they can make their own decisions when they have necessary skills to pursue a path of action.

V. Respondents Internal Locus of Control

Individuals possessing an internal locus of control believe they are in control of future events and outcomes as a result of their own actions (Cromie, 2000).

Entrepreneurs have been found to have the tendency to attribute outcomes to their own personal action, choosing their own destiny, not submitting to the pressure of social norms (Bird 1988)

Table 3 : Students' Internal Locus of Control

Do you know that if you decide to do something, you will do it and nothing can stop you?	Frequency	Percent
Yes	122	**58.1**
No	88	**41.9**
Total	210	100.0

Source: Research Data, 2012

The above table reveals that 122(58.1%) of respondents responded that if they decided to do something nothing can stop them from what they want to do and 88(41.9%) of the respondents replied that if they decided to do something they will not do what they plan. Therefore from above result we can conclude that students in selected Universities posses internal locus of control and they can control their future events and outcomes as a result of their own actions.

VI. Desire for Autonomy

Due to entrepreneurs' internal locus of control as described above, they have been found to have a higher need for independence and autonomy in fear of external control from others (Kirby, 2003). They dislike rules and tend to work out how to get around them, and as a consequence have even been considered deviants who desire to be independent of everyone and in total control (Kets de Vries, 1977). The need for autonomy has been stated by entrepreneurs as one of the most frequent explanations for new venture creation and has been supported in studies by several authors

(Davidsson, 1995; Lawrence and Hamilton, 1997; van Gelderen and Jansen, 2006).

Table 4 : Respondents Desire for Autonomy

	Items	Frequency	Valid Percent
If you want something do you ask for it rather than wait for someone to notice you and give it to you?	Yes	137	65.2
	No	73	34.8
	Total	210	100.0
Even though people tell you "it can't be done," do you have to find out for yourself	Yes	145	69.0
	No	65	31.0
	Total	210	100.0

Source: Research Data, 2012

The above table shows desire for independence of respondents. Two questions were asked to evaluate students' desire for autonomy. Accordingly 137(65.2% and 145(69.0) of the respondents replied that they will not wait for notice from someone if they want to do something and they will try what they find out by themselves respectively. The remaining 73(34.8) and 65(31%) responded that they will wait for notice from someone if they want to do something and will not try what they find out by themselves. Therefore from the above result we can conclude that the majority of the respondents have desire for autonomy which could be the reason for new venture creation.

VII. Conclusion

Regarding to risk-taking propensity of the students, most of respondents 134 (63.8%) replied they have high risk taking propensity.

Majority 166(79.0%) of respondents responded that they will not follow their friends and family to do something. That means students in selected universities posses' self-efficacy and they can make their own decisions when they have necessary skills to pursue a path of action.

As findings shows that 122(58.1%) of respondents responded that if they decided to do something nothing can stop them from what they want to do and students in selected universities possess internal locus of control and they can control their future events and outcomes as a result of their own actions.

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Accelerating Public Private Partnership in Agricultural Storage Infrastructure in India

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Abstract- Agriculture occupies a prominent position in Indian economy, not only because it accounts for 17 per cent of India's gross domestic product (GDP) but also engages more than 50 per cent of the country's workforce. However, Indian Agriculture is confronting the major challenges with respect to ever growing population to feed, reducing natural resources, increasing global competitiveness, deficiency of scientific storage facilities, and above all, uncertainties of the monsoon and changing climate. The small farmers do not have the financial strength to hold the produce with them and are unable to get better off season prices of their agricultural produce. The government buys food grains from the farmers but likewise does not have the space to store it.

Keywords: storage infrastructure, public private partnership, warehousing gap.

GJMBR - A Classification : JELCode : Q19

ACCELERATINGPUBLICPRIVATEPARTNERSHIPINAGRICULTURALSTORAGEINFRASTRUCTUREININDIA

Strictly as per the compliance and regulations of:

Accelerating Public Private Partnership in Agricultural Storage Infrastructure in India

Mushtaq Ahmad Shah

Abstract- Agriculture occupies a prominent position in Indian economy, not only because it accounts for 17 per cent of India's gross domestic product (GDP) but also engages more than 50 per cent of the country's workforce. However, Indian Agriculture is confronting the major challenges with respect to ever growing population to feed, reducing natural resources, increasing global competitiveness, deficiency of scientific storage facilities, and above all, uncertainties of the monsoon and changing climate. The small farmers do not have the financial strength to hold the produce with them and are unable to get better off season prices of their agricultural produce. The government buys food grains from the farmers but likewise does not have the space to store it. Every year tonnes of food grains go waste because of inadequate storage and infrastructure facilities. Due to inadequate infrastructure facilities Post-harvest losses accounts an average 10 to 25 per cent, being particularly high in horticulture, livestock and fisheries. Large investments are required in developing agricultural markets, quality certification, warehouses, and cold storages. Such large investments are possible only with the participation of the private sector. Public-private partnerships are a key mechanism to develop and deliver a reliable stream of technology in the face of changing demands. Collaborative partnerships can effectively bridge the gap between public and private sector's distinctive competencies in order to meet farmer's needs. The objective of this paper is to summarize the issues and challenges facing the agricultural warehousing, to find out the gaps in Storages/Warehouses in India and attempt to find possible solutions to bridge this gap. The study is based on secondary data taken from different sources.

Keywords: storage infrastructure, public private partnership, warehousing gap.

I. Introduction

India is one of the fastest growing economies and the seventh largest country in the world in terms of its geographical size. India has a population of nearly 1.27 billion which makes it the second most populous nation in the world. The majority of population draws their livelihood from agriculture and agriculture allied activities. But, the Storage facilities for storing agriculture output are either totally absent or grossly inadequate. Under such conditions the farmers are obliged to sell their produce instantly after the harvest at the prevailing market prices which are bound to be low. Such distress sale deprives the farmers of their legitimate income.

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The Parse Committee estimated the post-harvest losses at 9.3 per cent of which nearly 6.6 per cent occurred due to miserable storage conditions alone. Scientific storage is therefore very crucial to avoid losses and to benefit the farmers and the consumers alike. At present there are number of agencies engaged in warehousing and storage activities. The food corporation of India (FCI), the central warehousing corporation (CWC) and state warehousing corporation (SWC) are among the principal agencies engaged in this task. These agencies help in building up buffer stock, which can be used in the hour of need.

The food Corporation of India (FCI) has insufficient modern scientific storage facilities, and covered godowns with enough storage capacities. Hence grains are stored in outdoors under cover and plinth (CAP) storage round the country. This makes grains prone to rodents, wet and moisture, birds and pests. Unexpected rainstorms and weather makes matters worse. Every year tonnes of food grains wasted because of inadequate storage and infrastructure facilities. The wastage of fruits and vegetables is even higher than grains. Therefore, food logistic chain in India needs vast investment in providing proper storage facilities. Storage infrastructure is necessary for carrying over the agricultural produce from production periods to the rest of the year and to prevent distress sales.

There is a huge gap in the quantity of agricultural produce and the available storage. An estimated cumulative loss of Rs 550 million is expected, owing to the lack of proper cold storage facilities for agricultural produce. The huge gap between the demand and supply of logistics services, which was left unattended due to the unorganised nature of the market, has opened up many opportunities for other stake holders. Many new initiatives were taken up during the Eleventh Plan, including both terminal markets under Public–Private Partnership (PPP) mode.

The private participants and investors on Agricultural Warehousing including PSUs, are diverting their resources to such economically more attractive and viable options. Private sector intervention should be promoted by soft loan facilities for construction of agricultural godowns at potential locations and provide subsidy and tax incentives to such entrepreneurs. Perhaps, such positive approach from the part of the planning commission and recommendations of the inter-ministerial committees of the Govt. may go a long

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way to narrow the gap between production and storage requirements and feed thousands of poverty ridden human population.

II. Objective

The objective of this paper is to provide an insight into the matter of storage of food grains in India, the losses which are occurring due to non-availability of proper scientific storage practices, to find out the warehousing gap and a role Public-Private Partnerships as the govt. strategy to bridge that gap.

III. Methodology

The research is exploratory type based on secondary data, collected from various sources, namely research papers, World Bank reports, text books, different websites of related ministry, published and unpublished reports, like the Comptroller and auditor General of India report on storage management and movement of food grains in FCI, report of the Working Group on warehousing development and regulation for the 12th plan year by Planning Commission, government of India etc.

IV. Discussions and Analysis

a) *Agricultural Marketing Infrastructure*

Indian agriculture is at critical point where the sector has to work towards food security as well to meet inevitable global competition brought by advent of multi brand retail. Agriculture sector needs streamlined supply chain in the form of well functioning marketing infrastructure. However, In India, the high value supply chain is complex and the infrastructure connecting the various partners in the chain is very weak. The studies conducted by Directorate of Marketing and Inspection (DMI) reveal that Costs and Margins account for 30 to 35 per cent of consumer's price in foodgrains, 45 to 55 per cent in fruit and vegetables and 12 to 36 per cent in oilseed crops. In order to provide dynamism and efficiency into the marketing system, large investments are required for the development of markets, post harvest and cold chain infrastructure.

Agriculture/agricultural marketing being a state subject, it is the responsibility of respective state governments to take necessary steps for reforming marketing infrastructure. At present farm output is traded through a network of 27738 wholesale and primary rural markets and 7157 regulated markets scattered across the states. Out of the 21,221 rural periodical markets, 15% function under the ambit of regulation. The advent of regulated markets has helped in mitigating the market handicaps of producers-sellers at the wholesale assembling level. But, the Rural Periodic Markets in general, and the Tribal Markets in particular, remained out of its developmental ambit.

i. *Position of Agriculture Marketing Infrastructure*

- ✓ One-fourth of the markets have common drying yards, trader modules;
- ✓ Covered or open auction platforms exist in two third of regulated markets;
- ✓ Trader modules, namely, shop, godown and platform in front of shops exist in only 2/3rd of regulated markets;
- ✓ Cold Storage units exist only in 9% of markets;
- ✓ Grading facilities exist in less than 1/3rd of markets;
- ✓ Farmers' resting facilities 50% of markets;
- ✓ Basic facilities like internal roads, boundary walls, electric lights, loading and unloading facilities, weighing equipments etc. not available in nearly 20% markets;
- ✓ Inaccessibility to markets as markets are located far from farms;
- ✓ Restriction on the sale of produce outside regulated market yards in almost all the market reformed States;
- ✓ Multiple intermediaries and exploitation by middleman;
- ✓ Lack of cleaning, grading, electronic weighing and quality certification facilities;
- ✓ Prevalence of multiple simultaneous auctions and even undercover system of auction; and Electronic auctioning present in very few markets

ii. *Food Grains Rot Due To Insufficient Storage Capacity*

The problem of insufficient storage capacity has attracted both political and media attention. Commentators in the media bemoan that India lets grains rot when there are people that go to bed hungry. Similar comments have echoed in the Parliament. In September 2010, hearing the Right to Food public interest petition, the Supreme Court asked the government to distribute to the poor the food grains that would otherwise rot.

b) *Post Harvest Losses*

Food Wastage takes place at different stages

- Loss of production due to:
  - o *Biotic &*
  - o *Abiotic*
- Post Harvest losses
  - o *Lack of infrastructures & scientific storage*
  - o *Lack of adequate processing facilities*
- Excess production causing glut
  - o Low market prices not enough to meet harvesting, labour & transportation costs

Table 1 : Status of Post-harvest Losses

Crop	Minimum % Loss	Maximum % Loss
Cereals	3.9 (Sorghum)	6.0 (Wheat)
Pulses	4.3 (Chick Pea)	6.1 (Black Gram)
Oilseeds	2.8 (Cottonseed)	10.1 (Groundnut)
Fruits	5.8 (Sapota)	18.0 (Guava)
Vegetables	6.8 (Cauliflower)	12.4 (Tomato)
Spices	3.9 (Black Pepper)	7.4 (Turmeric)
Livestock	0.8 (Milk)	6.9 (Inland Fish)

Source: The Indian Council of Agricultural Research (ICAR) Study, 2010

It is evident from the above table that the post-harvest losses in different commodities are a matter of serious concern, so drastic measures need to be taken in order to minimise this loss.

i. *Need to Reduce Post-harvest Losses*

There is a need of application of modern technology to improve the handling systems of horticultural perishables and assure their quality and safety, overcoming the socio-economic constraints, such as inadequacies of infrastructure, poor marketing systems, and weak R&D capacity. Thus encourage consolidation and establish vertical integration among producers and marketers.

Post-harvest losses, accounts nearly an average 10 to 25 per cent, being particularly high in horticulture, livestock and fisheries. Very large investments are required in developing agricultural markets, grading and standardisation, quality certification, warehouses, cold storages and other post-harvest management programs to address this problem.

c) *Warehousing Capacity*

There is no exact data regarding warehousing capacities available in various sectors at present. However, some of the substantial capacities available in public, cooperative and private sectors are estimated as given below

Table 2 : Estimated warehousing capacity available in various organisations and sectors

S.No.	Name of the organization / Sector	Storage capacity (in million metric tonne)
1.	Food Corporation of India (FCI)	38.34
2.	Central Warehousing Corporation (CWC)	10.30
3.	State Warehousing Corporations (SWCs) and State Civil Supplies	34.84
4.	Cooperative Sector	15.07
5.	Private Sector	18.97
	Total	**117.52**

Source: FCI's and CWC's portals and Department of Food and PD's Grain Bulletin, Oct.2014

The storage capacity available with the FCI and a part of warehousing capacity available with the CWC and the SWCs is used for the storage of foodgrains procured by the Government agencies for Central Pool. The present total storage capacity is 731.74 lakh MT, comprising covered godowns of 571.89 lakh MT and Cover and Plinth (CAP) of 159.85 lakh MT. The average stock of rice and wheat in the Central Pool during last year (Dec 2013 to Nov 2014) was 482.10 LMT, ranging from a low of 379.28 LMT on 16-04-2014 to a peak of 622.31 LMT on 01-06-2014.

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Table 3 : Total storage capacity occupied by Central Pool Stocks as on 1st June, 2014

Commodities	Quantity (in million MTs as on 1st June, 2014)
Rice	20.645
Wheat	41.586
Coarse grains	1.189
Total	**63.42**

Source: Food Corporation of India FCI''s portal

Thus, the covered storage space available in the country is not sufficient to cater to the procured stocks for Central Pool. As a result, during peak procurement period, some quantity of foodgrains is stored in Cover and Plinth (CAP) and the same is evacuated to consuming states on priority

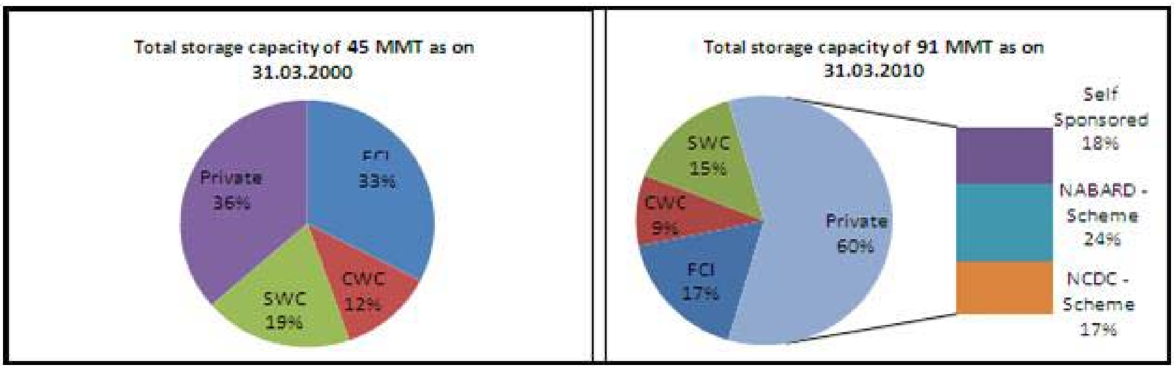

Fig 1 : Total storage capacity in the country and the ownership distribution from (31.03.2000 to 31.03.2010)

Source: Credit Analysis & Research Ltd. (CARE Ratings). Analyzing the problems and opportunities existing in Agri-Warehousing in India.

As evident from the chart above, private sector interest in warehousing industry picked up after the "Rural Godown Scheme" was introduced in year 2001-02 under national bank for agriculture and rural development (NABARD) and national cooperative development corporation (NCDC).

The warehousing capacity built over past 10 years, especially those sanctioned by NABARD have an average storage capacity per warehouse of 1,261 metric tonne (MT) and around 75% of numbers of godowns have capacity of less than 1,000 MT. The development of small and medium godowns indicates that most of them have been built by farmers or a community of farmers thus ensuring that distress sale is reduced and better prices are paid to farmer for their produce.

Apart from this there are few large national level players which have emerged over the last decade owing to the available capital subsidy. These include National bulk handling corporation ltd., National collateral management services ltd., Adani agri logistics, Star agri warehousing & collateral management ltd., Shree shubham logistics ltd., Ruchi infrastructure Ltd., Guru warehousing corporation, Paras warehousing and LTC commercial.

i. *Regional Imbalance*

The storage capacity in India is mainly concentrated towards production centres as indicated by the graph below:

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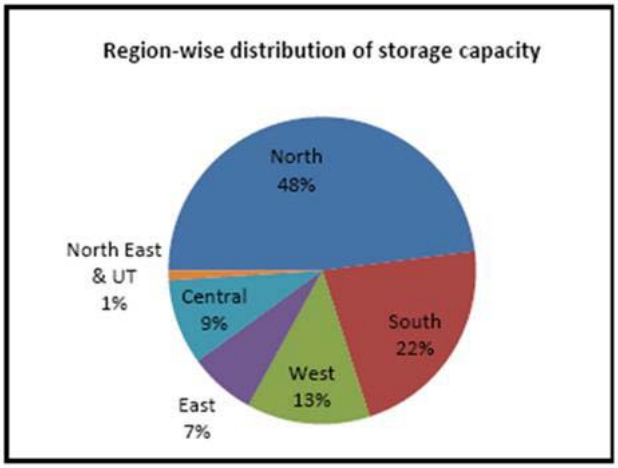

Fig 2 : Storage Capacity Disparity in India

Source: Credit Analysis & Research Ltd. (CARE Ratings). Analyzing the problems and opportunities existing in Agri-Warehousing in India.

Only 22% of total storage capacity is available in the major consumption states. Even some of the states have got storage capacities of less than one month of their requirement. While obvious factors like proximity to the major mandis in the state, differences in the quantities of food grain and pulses produced within the state, etc. are the major causes behind the regional imbalances, other key factors like the extent of interest and initiative shown by bank officials in promoting the concept of rural godowns to local entrepreneurs, publicity and awareness created about the scheme at the local level, etc. also played a major role behind these regional imbalances. In short, dominant producers of food grain and related agricultural products comprise the majority of godowns and storage capacity.

ii. *Gap between Required and Existing Storage Capacity*

The Food Corporation of India (FCI) the central government agency responsible for procurement and storage of grain for the Public Distribution System (PDS) - has a storage capacity of 32 million tonnes, of which about half is hired. Hence, assuming that the FCI has hired all the capacity that is possible then the gap between FCI's existing capacity (32 million tonnes) and the required capacity (46 million tonnes) is about 14 million tonnes. Incidentally, in the 11th five year plan, the FCI identified a gap of 16 million tonnes of capacity that needed to be created.

iii. *Marketing Surplus, Storage Gap and Warehousing Demand*

The working group on agricultural marketing infrastructure of planning commission has estimated the marketing surplus and the warehousing demand as shown below

Table 3 : Marketing surplus and the warehousing gap

1	Total marketable surplus of all major crops 130 Million MT	130 Million MT
2	Total marketable surplus of all major crops estimated to grow by the end of the 12th Plan	150 Million MT
3	Total storage capacity estimated	108 Million MT
4	Storage capacity to be created for FCI to meet TPDS requirement in 12th Plan	15 Million MT
5	Existing gap for meeting private commercial demand	10 Million MT
6	New demand in next five years	10 Million MT
7	Total warehousing gap	35 Million MT

Source: Report of the working group on agricultural marketing infrastructure, secondary agriculture and policy required for internal and external trade for the xii five year plan 2012- 17. december, 2011.

The warehousing capacity gap arrived by the planning commission has been used for calculation in planning and construction of storage capacity by government departments / Ministries. Over the years, about 8.0 million MT storage capacity has been added. So now, the gap can be estimated to be at 27 million MT. Also the Government position of keeping the large stocks of procured foodgrains in warehouses for long periods is changing. The stocks of procured foodgrain by Central Government are being brought down to reasonable levels required for food security. This needs to be looked into for future planning of storage capacity requirement in the country.

From the above mentioned section it can be said that the food logistic chain in India needs huge investment in providing proper storage facilities. There is a huge gap in warehousing infrastructure facilities in country; the investment requirements are gigantic which could not be met by the public sector alone due to fiscal constraints and mounting liabilities of the Government. This calls for participation of private sector in coordination with the public sector to develop the public infrastructure facilities. In this direction, the government of India had initiated different schemes, eased FDI norms and promoting PPPs to pump more investments in warehouses in the country.

d) *Private Entrepreneurs Guarantee (PEG), 2008 Scheme*

To meet the situation arising out of high procurement level of wheat and rice as a result of increase in Minimum Support Price (MSP) during last five years and to reduce the storage in Cover and Plinth (CAP), the Government of India formulated a scheme in 2008 for creation of additional storage capacity for foodgrains through private sector, The scheme is known as Private Entrepreneurs Guarantee Scheme (PEG-2008). Later, this scheme was extended to Decentralized Procuring (DCP) States in 2009.

The ceiling of rate fixed for hiring of godowns has been revised from Rs. 3.80 per quintal per month to Rs. 4.78 per quintal per month under the PEG scheme godowns. In appropriate cases, the High Level Committee (HLC) of the FCI has been empowered to decide higher rate by recording reasons in writing.

A state wise mapping of existing capacities and analysis of additional requirements was undertaken based on subjective criteria by State level committees and a High Level Committee of the Food Corporation of India (FCI). Under the scheme, the Food Corporation of India gives a guarantee of ten years to private parties for assured hiring.

For expeditious construction of godowns, it was decided that wherever CWC / SWCs have their own land and if this is within the identified locations and storage gap approved by High Level Committee of the FCI, the CWC / SWCs will construct godowns on priority for which FCI would give a guarantee of 9 years for storage charges.

So far, 121 lakh MT capacity has been completed, 93 lakh MT by the private entrepreneurs and 28 lakh MT by the CWC / SWCs.

e) *Public-Private Partnerships to Develop Agriculture Infrastructure*

The Public-Private Partnerships are viewed as the governance strategy to minimize transaction costs and co-ordinating and enforcing relations between partners engaged in production of goods and services. They enable an optimal policy approach to promote social and economic development, bringing together efficiency, flexibility and competence of the private sector with the accountability, long-term perspective and social interest of the public sector. Both the partners have mutual gains from such arrangements.

Public-private sector partnership (PPP) brings in synergy, mobilize resources, generate, validate and transfer technologies. Signs of progress in forging alliances among partners are seen in the last few years in some pockets, but such examples making system-wide impact are not many. The success stories have raised expectations, but a high-level policy statement unequivocally promoting PPP is still wanting. Further, there are still misperceptions between public and private sectors with regard to intentions, goals and credibility of achievements. And another problem is lack of accurate mapping of proprietary assets and responsibilities between these sectors for effective functioning. There should be appreciation and follow-up of best practices followed by public and private sectors with regard to business approach and skills, decision-making and operational procedures, connectivity with largest constituency farmers, traders and consumers, technology generation, interface with civil society organizations, response style and time and incentive. All these, if mutually imbibed and internalized, will add to run-away success of PPP.

i. *Construction of Modern Warehousing Facilities (Silos) Through PPPs*

As a part of the PEG scheme, efforts are being made for creating integrated modern warehousing capacities in the form of silos in the country. FCI has identified 11 sites for viability gap fund (VGF) based silos and preparing feasibility reports for approval of the Department of Economic Affairs. For meeting the capital expenditure on construction of these silos, the private entrepreneurs would be eligible for Viability gap funding (VGF), where land would be provided by FCI/State Governments. For storage of wheat in these silos, the developer will be entitled to receive a recurring service charge, provided he meets the required performance and maintenance standards. Where land is not available with FCI/Government, silos would be constructed in non-VGF mode.

During the 12th Plan period, the sub-scheme on AMI is being implemented with central assistance of Rs. 4000 crores for creating 4000 marketing infrastructure projects and storage capacity of 230 lakh tons.

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ii. *Private Players Taking Initiatives to Develop Warehousing Infrastructure*

DHL Global Forwarding is planning to establish Free Trade Warehousing Zone (FTWZ) at Sriperumbudur near Chennai, with an investment of Rs 45 million to provide the advantages of a duty-free zone with high-quality infrastructure.

Arshiya International's 165 acre state-of-the-art Free Trade Warehousing Zone (FTWZ) at Panvel near Mumbai, is located near the container terminal of the Jawaharlal Nehru port Trust. It is expected to yield higher profits, lower costs and higher efficiency for its customers. The company plans to set up another five Free Trade Warehousing Zone (FTWZs), five district Parks and a 75-train pan-India rail charter with an investment of Rs 200 billion over the next five years.

Players like Star Agri that provide integrated post harvest management solutions, apart from providing warehousing services, Star Agri, which recently raised funding from IDFC PE, provides collateral management and other value added services (quality testing, agri insurance, bulk procurement and rural retailing) to its clients.

Sohan Lal Commodity Management, which raised funding from Nexus and Mayfield and Shree Shubham Logistics are other comprehensive agri-logistics solutions players providing services across the spectrum. SV Agri that provides end-to-end solutions for the potato supply chain.

Other major players include, National Bulk Handling Corporation and National Collateral Management Service with such investments in infrastructure, global companies are increasingly looking at Indian markets as a source hub for their business requirement. According to the survey, about 15% of the CEOs surveyed were looking forward to source their supplies from India, due to its cost-competitiveness.

iii. *Encouraging Private Sector Participation*

Private sector participation would be sought and encouraged for development of infrastructure for the integrated bulk handling, storage and transportation through measures such as Build-Own-Operate-Transfer (BOOT), Build-Own-Lease-Transfer (BOLT), Build-Own-Operate (BOO), Lease –Develop-Operate (LDO), Joint Ventures etc. ii) Generation of funds through public issues by private enterprise. iii) Automatic approval for foreign direct Investment (FDI) up to 100%. iv) Loans from financial institutions, NABARD, external commercial borrowings, etc. Integrated bulk grain handling, storage and transportation facilities to the tune of 5.5 lakh MTs have been created through private sector participation at the following locations:

Table 4 : Storage and transportation facilities through private sector participation

Circuit 1		Circuit 2	
Location	Storage Size (MTs)	Location	Storage Size (MTs)
Base Depot Moga	200,000	Base Depot Kaithal	200,000
Field Depots Chennai	25,000	Field Depots Navi Mumbai	50,000
Coimbatore	25,000	Hooghly	25,000
Bangalore	25,000		

Source: *Report of working group on warehousing development and regulation for the twelfth plan period (2012-17)*

The project had been implemented in 36 months and it had become operational at all the locations and special wagons had also been procured by the DCO for bulk movement of wheat from base depots to field depots.

V. Conclusion

The warehousing plays a vital role in promoting agricultural marketing, rural banking and financing and ensuring food security in the county. The paper highlighted the primary agricultural marketing infrastructure, insufficient storage capacity, warehousing gap and government of India initiative to bridge this gap, as much of the agricultural produce is getting spoiled due to inefficient storage facilities, overtime delivery and mismanagement. So much more is needed as India has huge potential for agricultural production, because it has a wide geographical range. More and more provisions must be made available to integrate the marketing systems for agriculture, which must be available all over the country.

To overcome inefficiencies in the distribution system, substantial investment may be required to be taken up in infrastructure like warehousing, storage facility, roads and railways connectivity. This would create substantial opportunity for the private sector also. Private sector intervention should be encouraged by soft loan facilities for construction of agricultural godowns at potential locations and provide subsidy and tax incentives to such entrepreneurs. Perhaps, such positive approach from the part of the planning commission and recommendations of the inter-ministerial committees of the Govt. may go a long way to narrow the gap between production and storage requirements and feed thousands of poverty ridden human population.

In recent years, public–private partnerships have been heavily promoted in the education, health, infrastructure, and community-development sectors in order to improve efficiency in the generation and performance of public services. This has also been true in the field of agricultural development, where public and private actors hope to use partnerships to generate and spread innovations that would otherwise be complicated to develop separately.

There is a need for transparency and trust for mid-term review and for bilateral agreement for developing new technologies. Clear laws for transfer of technology and sabbatical provisions for scientists to work with industry need to be established. It would be appropriate to say that any partnership requires patience and trust to succeed. We are looking at the long-term benefits and it is very necessary to iron all creases at the first step itself. Regular inputs from both the parties and meetings would be an effective way to check any issue that would emerge at any stage.

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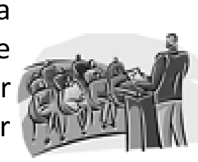

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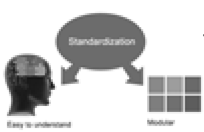

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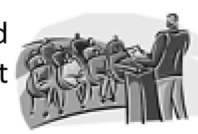

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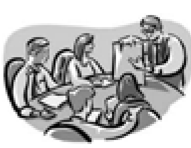

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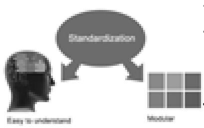

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	A-B	**C-D**	**E-F**
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Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
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Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
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References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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