

CREATING MORE JOB OPPORTUNITIES IN INDIA'S CENTRAL AND STATE GOVERNMENT: AN ALTERNATE APPROACH

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ABSTRACT

India is the second largest populous country in the world with 137 crore people,¹ with a considerable number of persons who are educated with competitive skills. However, the number of opportunities available for job seekers in the government sector is less. It is critical to understand the contemporary challenges and identify the possible alternate strategy to create more job opportunities for qualified young talents. While we identify an alternative approach, it is equally important to know the disadvantages faced by the people who are going to be impacted by the suggested approach. Any new proposal can't be implemented directly and it has to go through several stages of interrogations. In this paper we discuss the skill level of the currently employed people, the measure to improve the ability of the existing employees through the defined training plan, development of a strategy for providing job for a specified period, and the positive and negative consequences of introducing the substitute strategy.

Keywords: Performance, Opportunity, Contemporary, Ability, Compensation, Restructure

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1 India Population, <http://www.worldometers.info/world-population/india-population/>

1. Introduction

Indian sub-continent has the second highest population in the world next to China.² With 137 crore people, calculated based on the census report conducted in 2011, the country contributes 17.5 per cent population of the world. India is one of the developing countries and home to a large number of well-educated people. Though we have a massive number of qualified citizens, only a few are getting the opportunity to work in the government sector and maximum numbers of people are working in the organised and unorganised private sector. The welfare of current employees is critical and essential. At the same time, we aim to investigate what would be the best approach to provide a benefit to the employees who have not got the government job for their lifetime.

There are about 0.47 crore of Central Government employees, of which, 14 lakh employees are from the Defence Forces.³ Approximately, 2.15 crore government employees are currently working in India, which includes both state and central government employees, excluding the defence personnel. The number is arrived at based on the Population in India for the year 2016 (132 crore). The data collected from various sources indicate that India has 1,622.8 government servants for every 100,000 people; in stark contrast to the U.S. which has 7,681 people in government service for every 100,000 people (as on October, 2016).⁴ The data available with the Union government, based on the Census carried out in 2011, show that the number of employees working under Central government is 30.87 lakh. Hence, the remaining 1.85 crore employees are working under the state government.⁵ Only about 125 Central government employees are serving for every 100,000 people.⁶ The highest proportions of public sector employees to population among the Indian States are in the conflict-torn or border regions, where the central government has arranged special funding available for enhancing employment. Mizoram state has 3,950.27 public servants per 100,000 population; Nagaland state has 3,920.62 public servants; Jammu & Kashmir has 3,585.96 public servants and Sikkim has 6,394.89 public servants per 100,000 population. However, no state

2 China has population 143.9 crore, <https://www.worldometers.info/world-population/population-by-country/>

3 Overview of Central Government Employees, <https://www.prsindia.org/policy/vital-stats/overview-central-government-employees>

4 Seventh Pay Commission: Is the Centre robbing the poor to pay its employees?, <https://scroll.in/article/810933/seventh-pay-commission-is-the-centre-robbing-the-poor-to-pay-its-employees>

5 Mohan Gurusamy (2007), E1&2 Less Government and Good Governance, <http://www.mcrhrdi.gov.in/93fc/week1/E1&2%20Less%20Government%20and%20Good%20Governance-Mohan%20guruswamy.pdf>

6 Figures bust myth India's bureaucracy is "bloated", <https://www.thehindu.com/news/national/Figures-bust-myth-Indias-bureaucracy-is-%E2%80%9Cbloated%E2%80%9D/article13386342.ece>

in India comes close to the international standards.⁷ The Central government, with 3.1 million employees, thus has 257 employees serving per every 100,000 population against the U.S. federal government's 840 employees.

Figure 1: Total Population versus the Working Force of the Population in India



2. Motivation

The number of people who are employed with Central government and State government services is less. Based on the number of organisations and departments, the numbers of positions are created for the public to apply. However, once someone joins the government job, he or she will retire at the age of 60 years, and until such time, that position will not be vacant. Due to this, a smaller number of people get an opportunity to work in the government sector and the quality of the service provided by the government employees are not up to the mark. It is essential to conduct formal researches to develop more job opportunities for the substantial unemployed crowd, so that the current employment policy can be restructured.

3. Review of Literature

Singh (2018) states, "Presently, Indian sub-continent has around 1.83 crore unemployed people in the year 2017 and 1.86 in the year 2018". As per ILO

7 India's "bloated" bureaucracy?, <http://gulzar05.blogspot.com/2014/03/indias-bloated-bureaucracy.html>

(International labour organisation) flagship report 2018, it is going to be high in 2019, approximately 1.89 crore. In percentage term, the unemployment rate was 3.5 in 2018. The Labour Minister Mr. Santosh Gangawar shared this data in Rajyasabha. In rural areas the highest unemployment rate (that is, in the age group of 15 to 29 years) is 21.7 per cent as compared to 18 per cent in urban areas. Out of (the then) six union territories and 29 states, Tripura and Gujarat have the highest and lowest unemployment respectively. Among all the states, Kerala has top women unemployment, i.e. around 47.4 per cent as compared to men unemployment (ILO Report, 2004-2005). The unemployment rate in the agriculture sector was falling rapidly year by year – 7.5 per cent in the year 2004-2005 and 5.9 per cent in 2014-2015. Due to the fall of the agriculture sector, most people in rural areas remain unemployed for half of the year. The manufacturing industry has 20.4 per cent of the total employment (Chandrasekhar et al., 2006).

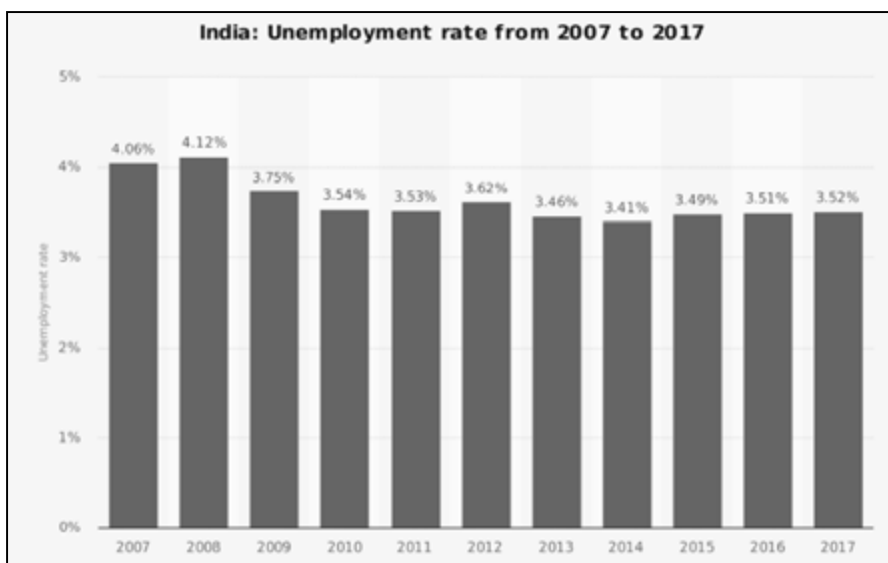
Mahendra Dev and Venkatanarayana (2011) argue, “Labour force has varied between 40 to 44 per cent during the last three and a half decades”. The expected youth population in 2011 is around 24 crore in the country. The literacy rate for youths increased from 56.4 per cent (1983) to 80.3 per cent (2007-08). Regarding employability, only 4.9 per cent of the young generation had a post-secondary level of educational qualification in 2007-08. India had 45.9 crore workers in 2004-05. Out of this, 42.3 crore (92%) are unorganised workers. Around 89 per cent of the youth has not taken any vocational training.

As per the result of Census 2011, the total regular employment under central government as on 31st March, 2011 was 30.87 lakh as against 30.99 lakh on 31st March, 2009. The record indicates that there is a decline of 0.39 per cent in 2011 over 2009. Jobs in Ministry of Railways was 43.02 per cent, Ministry of Home Affairs 25.95 per cent, Defence civilian 12.16 per cent, Ministry of Communications & IT 7.01 per cent and Ministry of Finance 3.37 per cent.⁸ Other Ministries collectively shared the remaining 8.49 per cent of the employment. Out of 30.87 lakh total central government employees, 3.37 lakh were women. The percentage of women is almost static, around 11 per cent in the year 2011, 2009 and 2008. Approximately 97 per cent of regular central government employees were Non-Gazetted. Among the States and Union territory administrations, the maximum number of regular central government employees was 9.31 per cent in the State of Uttar Pradesh, 8.89 per cent in Maharashtra, 9.13 per cent in West Bengal, 6.54 per cent in Delhi, 5.60 per cent in Andhra Pradesh, 4.85 per cent in Tamil Nadu and 4.04 per cent in Madhya Pradesh. In residual States and Union Territories, the percentage was less than 2 per cent.

8 Census of central government employees https://www.academia.edu/37576340/CENSUS_OF_CENTRAL_GOVERNMENT_EMPLOYEES

Despite an increase in the level of literacy, India faces youth unemployment as a significant challenge. Young job seekers make up 49 per cent of the total unemployed in India. A vast number of well-educated youths in India are either seeking employment, are unemployed, underemployed or surviving with uncertain jobs. India's main challenge about youth unemployment is the lack of a social security system and unavailability of vocational training. Unemployment of educated youth is another major issue as conversed by Sinha (2013). NSSO's (National Sample Survey Organisation) 66th Round data present that 51 per cent of the country's total workforce are self-employed, only 15.5 per cent are regular wagers or salaried employees and 33.5 per cent are casual labourers. The number of self-employed people is higher in rural areas at about 54.2 per cent, against 41.4 per cent in urban areas. The reasons may be due to shortage of jobs, employability, skills mismatch, for women – security and social restrictions, and decent work deficit.

Figure 2: The Unemployment Rate of India from 2007 to 2017



Source: <https://www.statista.com/statistics/271330/unemployment-rate-in-india/>

Kumar (2016) puts it as “Unemployment is the serious social issue in India. Ministry of Labour and Employment of India is tracking the statistical information about unemployment. From the year 1983 till 2011, unemployment rates in India averaged 9 per cent and it was 9.4 per cent in December 2011. The unemployment ratio measures the number of people actively looking for a job as a percentage of the available labour force.” As a conclusive statement, the study argues, “unemployment is one of the most challenging issues in India; it exists both in the rural and urban sectors. Unemployment and underemployment are more in the case of the rural sector, whereas educated and industrial unemployment is more in the urban sector”.

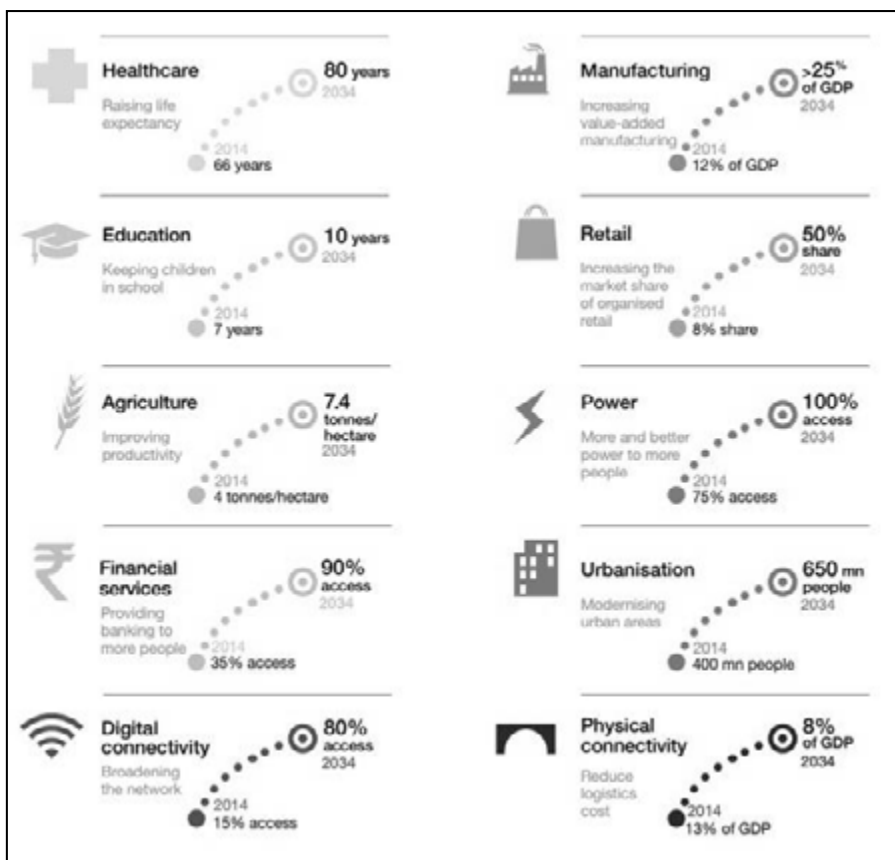
Gomathi and Neela (2016) deliberate that roughly around 60 crore population in India is younger than 25 years of age and nearly 70 per cent of the total population is less than 40 years of age. Close to 40 per cent of the Indian population is aged between 13 to 35 years, which is our youth force as per the National Youth Policy, 2014. Such an enormous size of young population is not just extraordinary in India but also in the World. The young generation is not on the right track because of competition, unemployment, lack of job skills and skill-based jobs. So, creating more jobs suitable for the youth population is a challenge. Today's Indian youth needs better education and employment-driven training, which leads to a bright future. Skill-based education and job placement should be a goal of every higher institution. Youths from rural sector lack good communication skills which is the primary concern as it becomes an obstacle to get a skill-based job. Unemployment is the root of many social and economic problems. It leads to a bundle of issues such as poverty, income inequalities, under-utilisation of resources and many social issues. The study discussed about various solutions that may help to reduce unemployment. They are: expanding the volume of work, raising capital formation, an appropriate mix of production techniques, special employment programmes and manpower planning.⁹

Based on the NSSO report,¹⁰ 54 per cent of males in both rural and urban areas were in the labour force, which includes both employed and unemployed. The percentages of female employees were 30 and 15 in rural and urban areas respectively. Between 1993-1994 and 1999-2000, for males, the workforce contribution rates declined in the younger as well as older age-groups in both rural and urban areas. For females, the rates dropped for all age groups during the period. 42 per cent in rural areas and 34 per cent in urban areas were in the employed category. In urban India, the amount of all workers engaged in manufacturing and agriculture decreased during the period 1977-78 to 1999-2000. On the other side, there was an increase in the percentage of workers engaged in construction, trade, hotel & restaurant. Unemployment ratio among educated females was comparatively much higher. Among the more highly educated people vis-a-vis graduates and above, the disparity was more. Among the usually employed, the proportions of male workers who were available for additional work were 11 per cent and 6 per cent in rural and urban areas, correspondingly. The comparable amounts for female workers were 8 per cent and 6 per cent correspondingly. The proportion of male workers seeking alternative work was 9 per cent and 7 per cent in rural and urban areas, correspondingly.

9 Employment and Unemployment Scenario in India, http://shodhganga.inflibnet.ac.in/bitstream/10603/24233/9/09_chapter%202.pdf

10 National Sample Survey Organisation, Ministry of Statistics & Programme Implementation, Government of India, Employment and Unemployment Situation in India, 1999-2000 Retrieved from http://mospi.nic.in/sites/default/files/publication_reports/458_part1_final.pdf

Figure 3: Winning Leap proposed by PWC for Better India



Source : <https://www.pwc.in/thewinningleap>

A vast digitally enabled young India, the middle class, is asking for rapid change and growth; this is possible only when we build the skills and capabilities necessary to drive innovation. If India can create capabilities, then the opportunities are more within India and abroad, as per the report, “Future of India: The Winning Leap” by PWC (PricewaterhouseCoopers).¹¹ PwC’s have analysed the employment scenario in many vital sectors such as education, healthcare, agriculture, financial services, power, manufacturing, retail, urbanisation, digital and physical connectivity, and, advise that the new solutions are essential in each sector.

4. Problem Statement

Unemployment is the biggest challenge in India. Employment opportunity in the government sector (central and state) is not accessible, as there are

11 Future of India: The Winning Leap, <https://www.pwc.in/thewinningleap>

limited positions available. There are many kinds of researches performed about unemployment by the private and public sector. Most of the research tries to find out the cause of and the ways to reduce unemployment. Majority of the researches discuss about increasing educational qualification, providing vocational training, motivating IT-enabled services, providing subsidiaries to the SME (Small and Medium Enterprises), improving physical connectivity, motivating agriculture, and so on. Preparation strategy to pass the competitive exam is needed; however, creating more position is an inevitable approach. Considering the cost for creating new government employment positions, increasing more positions may not be feasible. So, it is critical to identify the way to increase the number of open positions in government with low budget and without impacting services, public, employees and the Government organisations.

5. Objectives of the Study

1. To understand the people's opinion about the contemporary issues related to Central and State government employees
2. To find out an alternate strategy for increasing employment
3. To find a way to improve the quality of the delivery from the Government employees

6. Methodology

Approach: We firmly believe that the young talents who have got an excellent educational background (completed Undergraduate degree and currently pursuing an MBA (Master of Business Administration) degree and a vision for future India would be able to provide transparent feedback. Being students, they do not have any intention about the research outcome and the majority of MBA professionals may not prefer government employment.

Sample size and Sampling technique: We have distributed the questionnaires to 550 people from 11 sections where every class has 50 students each. Out of 550, we have received response from 212 people. Since we wanted to know the opinion from a particular segment purposely, we have chosen selective sampling.¹²

Questionnaire and data collection

Google form was used as a tool for distributing the questionnaire. The form contains the introduction of the study and the consequence of doing it. There were 22 questions in the form. Twenty questions are quantitative in nature with

12 Justifying the Judgmental Sampling; Matrix organisation in the IT outsourcing industry, <http://gbamsvidushi.com/index.php/GV/article/download/34/25>

multiple options. Two questions are open-ended qualitative based to understand the positive and negative consequence of implementing 20-year tenure of employment in a government organisation.

Tools and techniques: Google Analytics, Microsoft Excel and IBM (International business machine) SPSS (Statistical Package for Social Sciences) are the tools used for analysing the data. Descriptive statistics (Mean and standard distribution) is the technique used to analyse the data for better interpretation and conclude the outcome of the hypothesis testing.

7. The Result of the Quantitative Study

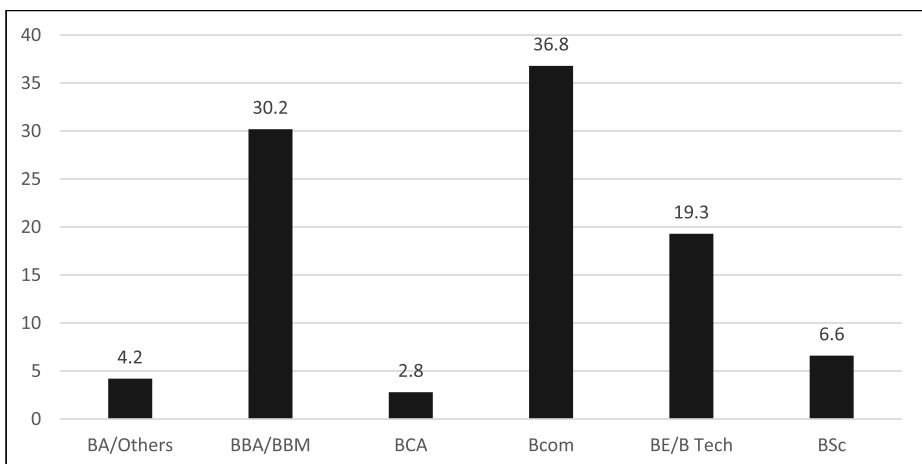
As mentioned in Table 1 and Figure 4, there were 212 participants in this survey. Majority of the respondents had B.com as their UG degree. Next majority of respondents were from BBA (Bachelor of business administration)/BBM (Bachelor of business management), and BE (Bachelor of engineering)/B.Tech (Bachelor of technology) students' groups.

Table 1: The Number of Participants from different Degree Streams

Degree	Frequency	Per cent
BA/Others	9	4.2
BBA/BBM	64	30.2
BCA	6	2.8
B.com	78	36.8
BE/B.Tech	41	19.3
BSc.	14	6.6
Total	212	100

Source: Field Survey

Figure 4: The Number of Participants from different Degree Streams



Source: Field Survey

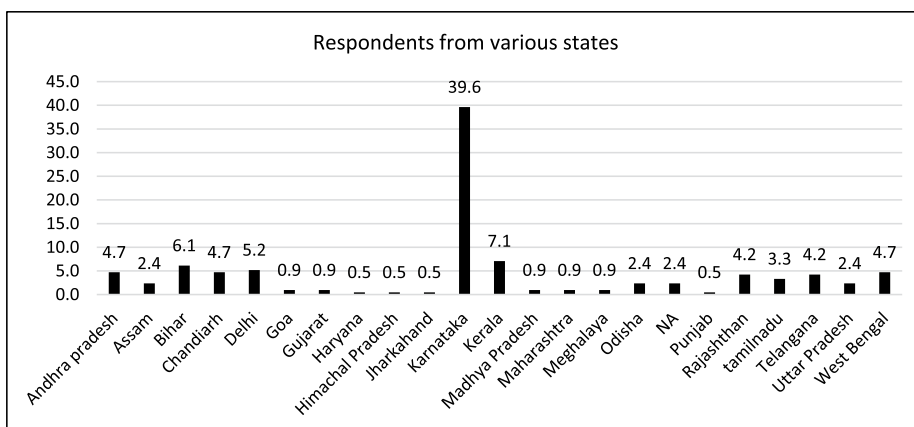
Respondents constituted from various states of India. There were highest number of participants from Karnataka (84), following Kerala (15) and Delhi (11). Andhra Pradesh, Chhattisgarh and West Bengal had 10 participants each (Table 2 and Figure 5).

Table 2: The Number of Participants from different States of India

State	Frequency	Percentage
Andhra Pradesh	10	4.7
Assam	5	2.4
Bihar	13	6.1
Chandigarh	10	4.7
Delhi	11	5.2
Goa	2	0.9
Gujarat	2	0.9
Haryana	1	0.5
Himachal Pradesh	1	0.5
Jharkhand	1	0.5
Karnataka	84	39.6
Kerala	15	7.1
Madhya Pradesh	2	0.9
Maharashtra	2	0.9
Meghalaya	2	0.9
Odisha	5	2.4
NA	5	2.4
Punjab	1	0.5
Rajasthan	9	4.2
Tamil Nadu	7	3.3
Telangana	9	4.2
Uttar Pradesh	5	2.4
West Bengal	10	4.7

Source: Field Survey

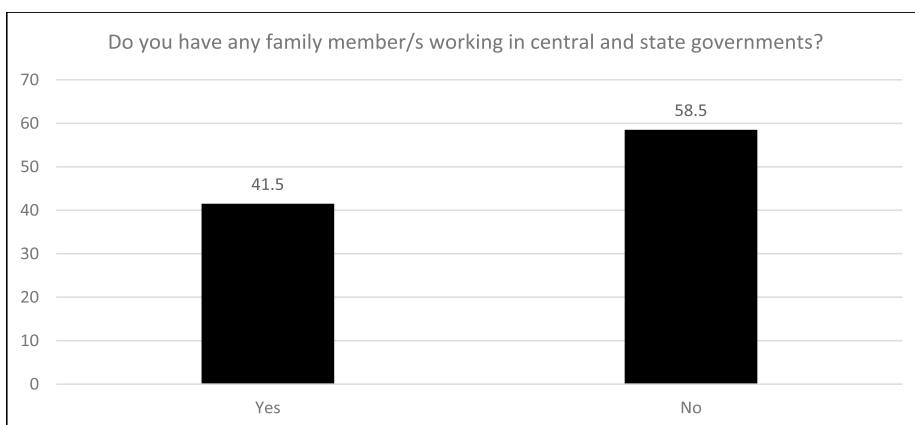
Figure 5: The Number of Participants from Different States of India



Source: Field Survey

Out of the total 212 respondents, 41.5 per cent indicated that their family members are working either in central or state government. 58.5 per cent of respondents reported that their family member does not work either in central or state government. The reason for the high proportion of the respondent's family members being employed in central and state governments could be because of the respondents' segment we have chosen and their family background (Figure 6).

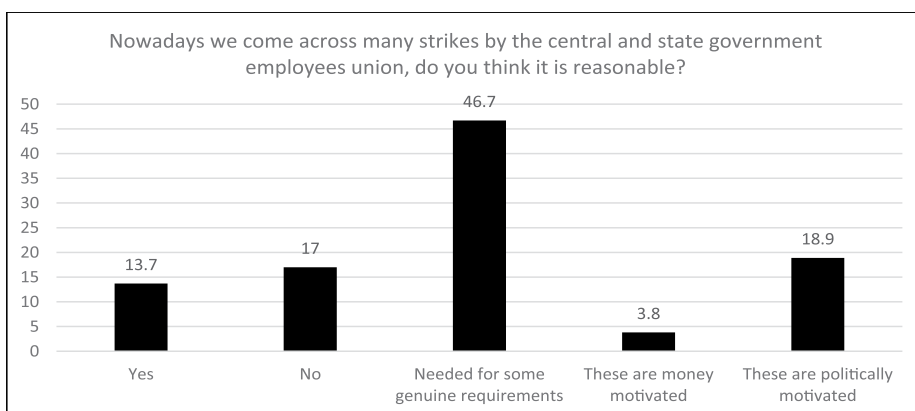
Figure 6: The Details of the Respondent's Family Member/s working in the Government Sector



Source: Field Survey

For the question, “Nowadays we come across many strikes by the central and state government employees’ union, do you think it is reasonable?” as mentioned in Figure 7, 13.7 per cent of the respondents indicated that these strikes are genuine and 17 per cent of the respondents did not agree to it. In comparison, 22.7 per cent of the respondents said that these strikes are money motivated and politically induced; 46.7 per cent of the respondents indicated that the strikes are needed when there is a genuine reason.

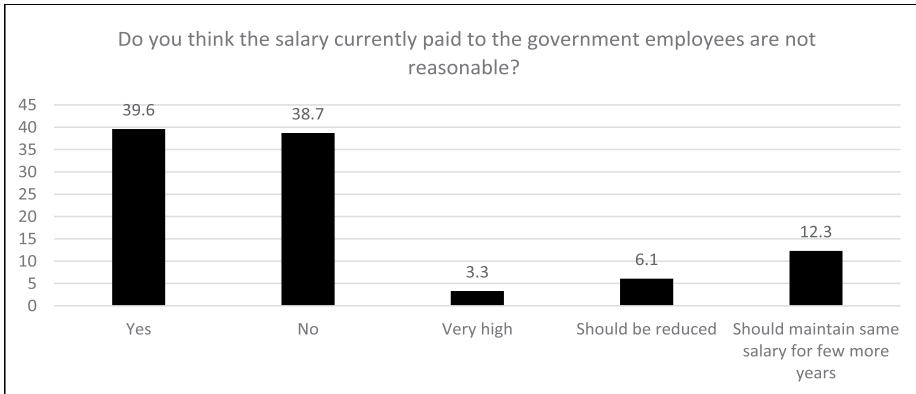
Figure 7: The Response Pattern about the Strikes



Source: Field Survey

As indicated in Figure 8, 40 per cent of the respondents mentioned that the salary currently paid to the government employees are not reasonable, and 39 per cent of respondents said that it is fair. A minimal number of respondents (3.3%) indicated that the current salary is very high, whereas 6 per cent of respondents felt that the current salary should be reduced. 12.3 per cent of respondents would like to maintain the existing salary structure for more years without any change.

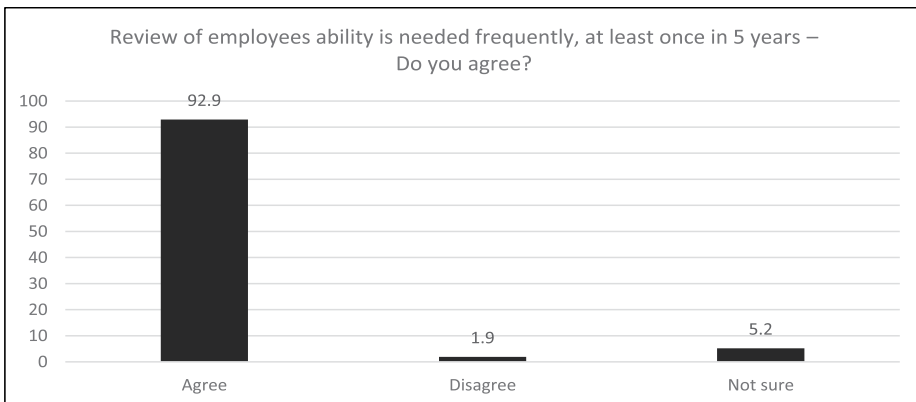
Figure 8: The Response Pattern about the Salary to the Government Employees



Source: Field Survey

Majority of the respondents (93%) have mentioned that the review of employee's ability is needed frequently, at least once in 5 years, which indicates the collective public mindset and their expectations from the government servants. Only 4 per cent of the respondents said that it is not required and 11 of them have reported that they didn't have any idea about it. Based on the response pattern, it is must to have a robust performance review system to measure the government employee's skills and ability to perform their assignments (Figure 9).

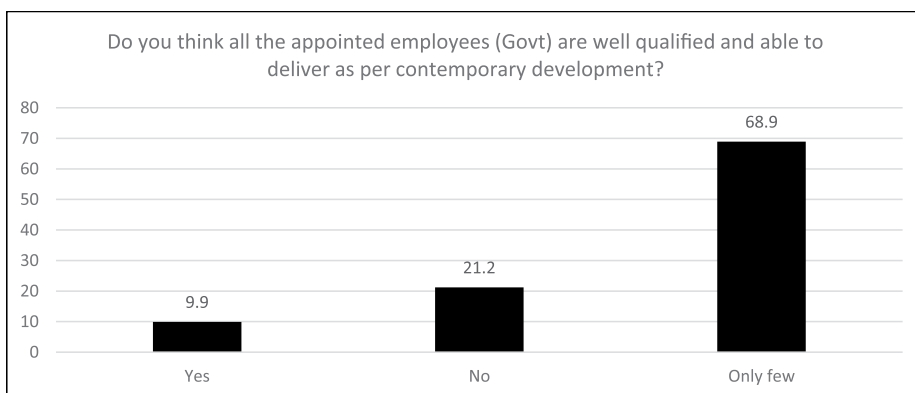
Figure 9: The Response Pattern about the Review of the Employee's Ability



Source: Field Survey

As mentioned in Figure 10, 10 per cent of the respondents felt that all the appointed Government employees are well qualified and able to deliver as per contemporary development. Remaining 90 per cent of the respondents (responses from “No” and “Only few” combined) mentioned that either they are not able to perform, or only a few of them alone can perform better. This is the reflection of the respondents’ experiences with the Government servants and it indicates the need for skill development of the government employees as per the contemporary changes so that they can perform better.

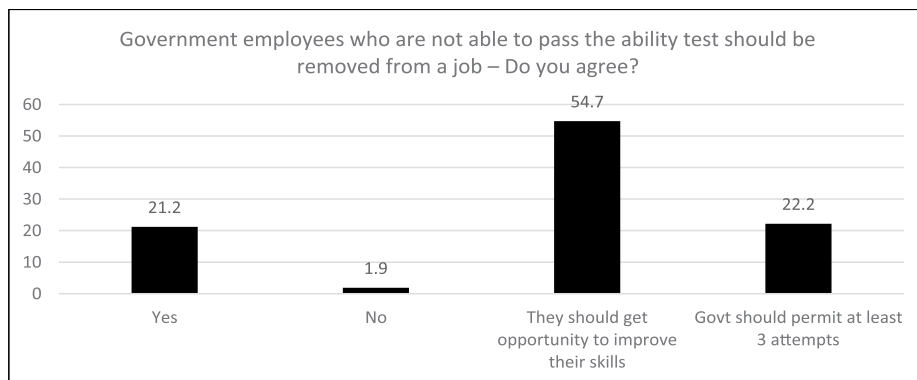
Figure 10: The Response Pattern about the Performance of Employees as Per Contemporary Developments



Source: Field Survey

For the question “Government employees who are not able to pass the ability test should be removed from the job – do you agree?”, only 2 per cent of the respondents replied “No”. Around 21 per cent of the respondents said that they need to be removed. Around 22 per cent of the respondents expressed that the Government should permit them for at least three attempts, and if they fail to clear the test even in third attempt, they can be removed. 55 per cent of the respondents mentioned that they should get an opportunity to improve their skills. Conclusively, 44 per cent of the respondents wanted that the Government employees should be removed from the service if they fail to demonstrate their skill and ability in assignments (Figure 11).

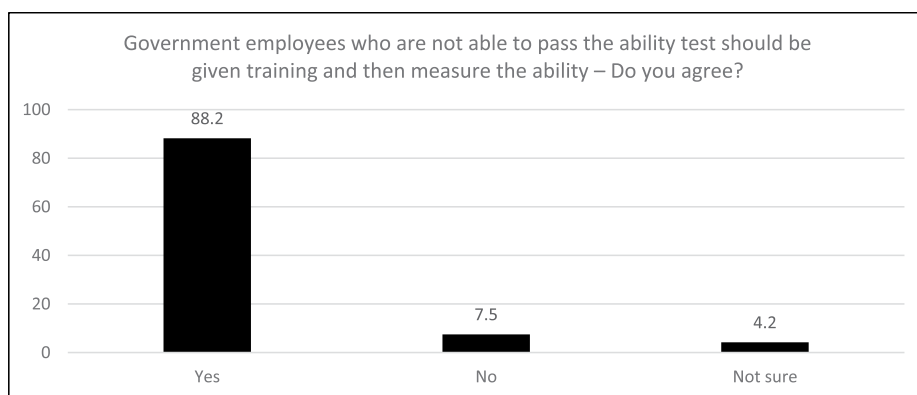
Figure 11: Response Pattern to remove Employees if they have Performance Issues



Source: Field Survey

As indicated in Figure 12, around 88 per cent of the respondents mentioned that the government employees who are not able to pass the ability test should be given training and then their ability should be measured. 7.5 per cent of the respondents opposed this approach and 4.2 per cent of the respondents couldn't reply as they had no idea about it. The response pattern indicates that the respondents didn't have any intention to negatively affect the job prospects of the government employees.

Figure 12: The Response Pattern about the Need for Training and Assessment

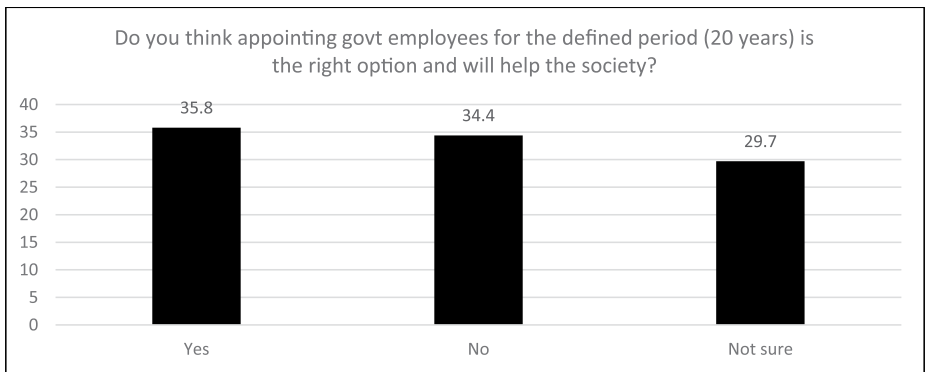


Source: Field Survey

As mentioned in Figure 13, around 36 per cent of the respondents indicated that appointing Government employees for the defined period (20 years) is the right option and will help the society. 34 per cent of the respondents opposed this approach. 30 per cent of the respondents didn't have any idea about it. When we considered the respondents' crowd who answered directly to this question, and calculated through halving system, we found that 56 per cent of the respondents

supported this approach and 54 per cent opposed it. However, the result didn't lead to any conclusion.

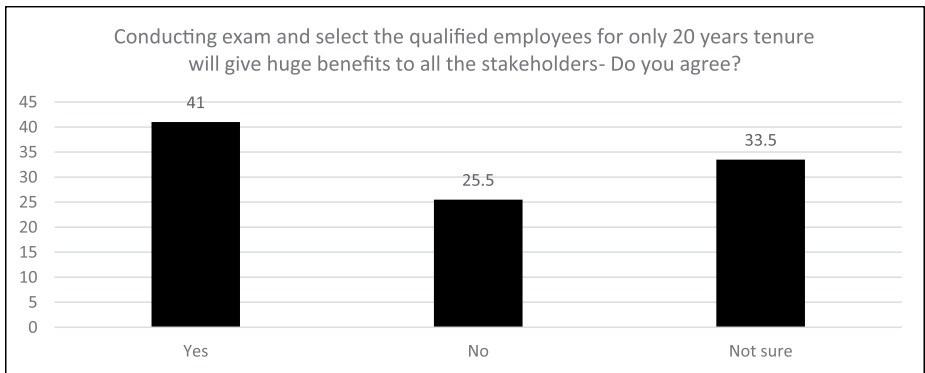
Figure 13: The Opinion about implementing 20-Year Tenure-based Employment



Source: Field Survey

As mentioned in Figure 14, 41 per cent of the participants agreed that conducting the exam and select the qualified employees only for 20 years tenure will give considerable benefits to all the stakeholders and 25.5 per cent of the respondents opposed this approach. 33.5 per cent of the respondents were not sure about the question asked. The response pattern indicated that this approach would help to some extent.

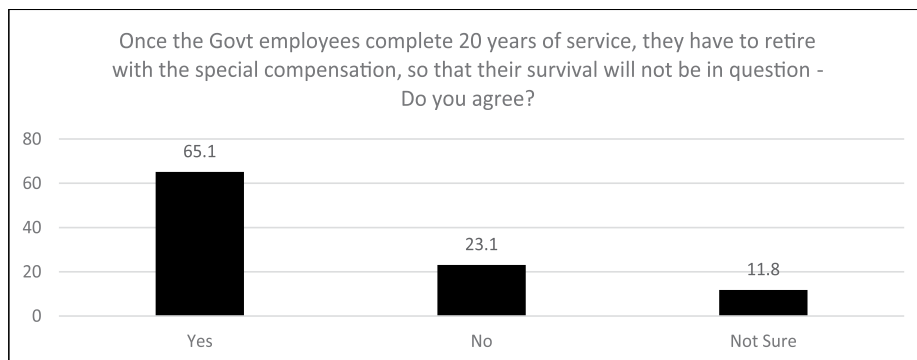
Figure 14: The Response Pattern about selecting Qualified Talents



Source: Field Survey

When we calculate by using the halving technique, around 71 per cent of the respondents agreed that once the Government employees complete 20 years of service, they have to retire with the exclusive compensation so that their survival would not be in danger and 29 per cent of the respondents opposed this approach (Figure 15).

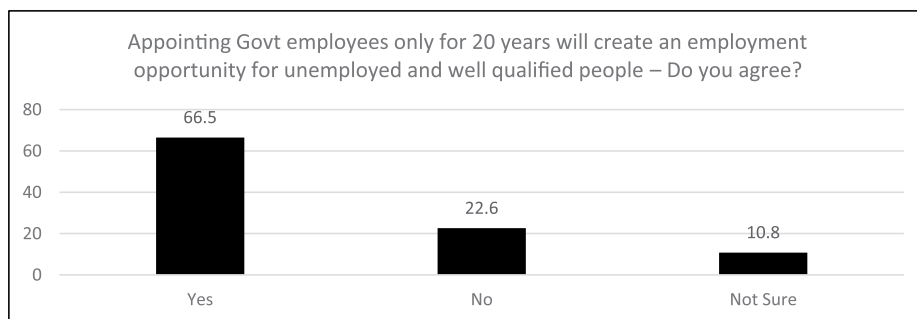
Figure 15: The Response Pattern about the Decision of Unqualified People's Employment



Source: Field Survey

When we calculate by using the halving technique, around 71 per cent of the respondents agreed that appointing Government employees only for 20 years will create an employment opportunity for unemployed and well-qualified people and 29 per cent of the respondents opposed this approach. This response pattern and the previous response pattern indicated that the 20-year tenure job assignment may work better which may lead to an opportunity for young talents and at the same time it will not affect the retired people negatively. We saw a similar response from some of the respondents through a qualitative technique (Figure 16).

Figure 16: The Response Pattern about the Opportunity for Qualified People

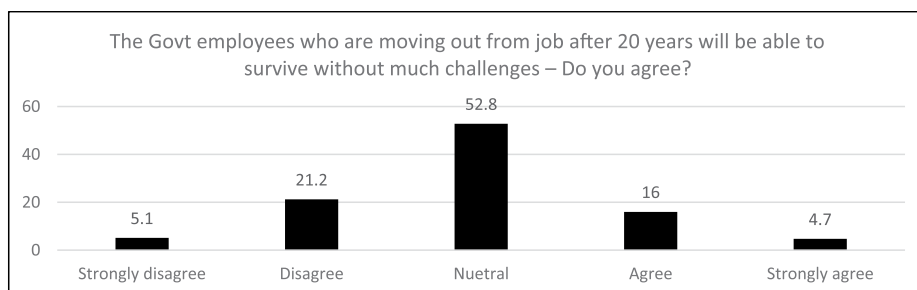


Source: Field Survey

For better interpretation, we combined the categories 'Strongly disagree' and 'Disagree' as one group; 'Strongly agree' and 'Agree' as one group; and kept 'Neutral' as it is as a macro analysis approach. Around 26 per cent of the respondents disagreed that the Government employees who would be moved out from job after 20 years would be able to survive without many challenges; 21 per cent of the respondents agreed to it. 53 per cent of the respondents were in a neutral state and unable to say anything about it (Figure 17). This pattern

didn't give any useful input for the conclusion. However, retired employees' life would not be in danger as they would get exclusive compensation at the time of retirement, and also, they can join in other private employment too.

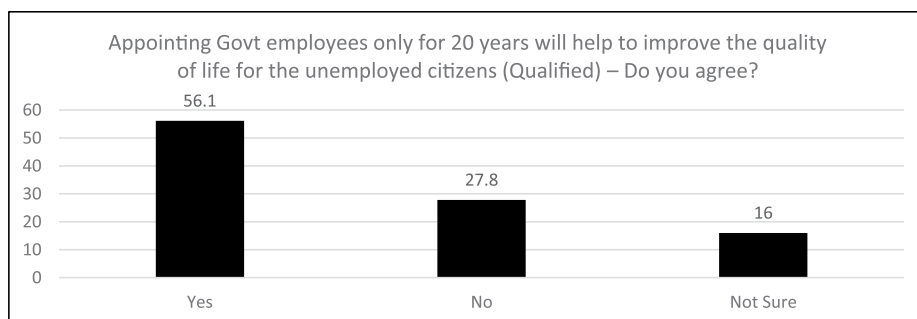
Figure 17: The Response Pattern about the Employee's Survival after 20 Years of Retirement



Source: Field Survey

When we calculate by using the halving technique, around 64 per cent of the respondents agreed that appointing Government employees only for 20 years will help to improve the quality of life for the unemployed citizens (Qualified) and 36 per cent of the respondents disagreed to the statement. Based on the response pattern, the proposal appears to be good and can be considered. When an unemployed person gets an opportunity in the Government sector, his or her own and their dependents' quality of life will improve (Figure 18).

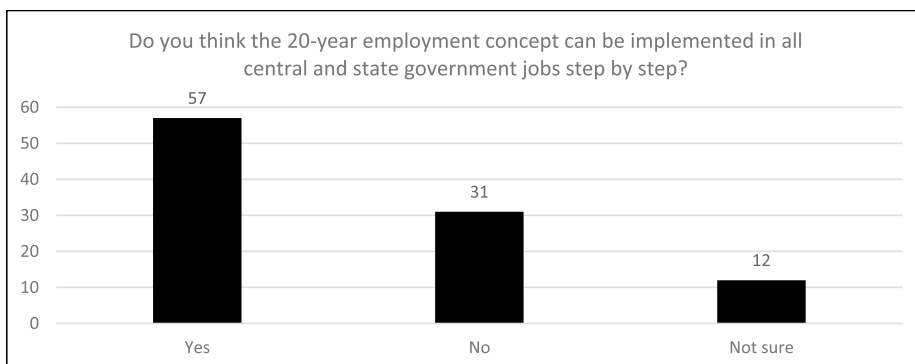
Figure 18: The Response Pattern for the Unemployed Citizens (Qualified)



Source: Field Survey

When we calculate by using the halving technique, around 63 per cent of the respondents agreed that 20 years tenure of employment concept can be implemented in all central and state government jobs step by step and 37 per cent of the respondents disagreed to the statement. Based on the response pattern, the proposal appears to be good. It can be considered to implement in all central and state government organisations for the benefits of the large population (Figure 19).

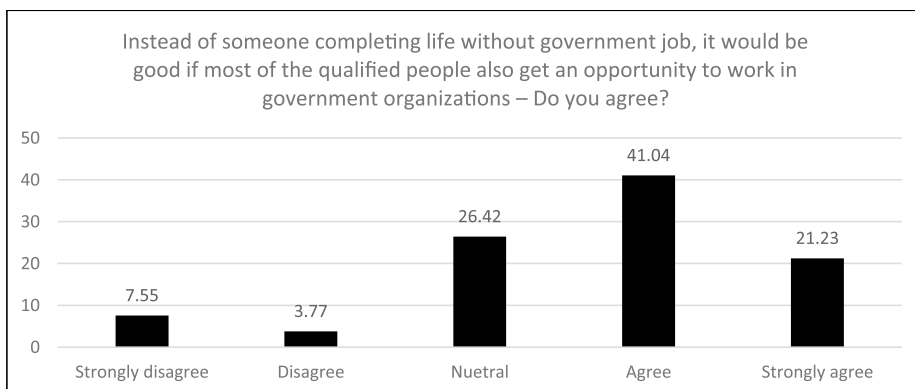
Figure 19: The Response Pattern for Implementing 20-Year Tenure Employment Concept can be applied in All Central and State Government Jobs Step by Step



Source: Field Survey

For a better interpretation we combined the categories ‘Strongly disagree’ and ‘Disagree’ as one group, ‘Strongly agree’ and ‘Agree’ as one group and kept ‘Neutral’ as it is as a macro analysis approach. Around 11 per cent of the respondents disagreed to the statement “Instead of someone completing life without a government job, it would be good if most of the qualified people also get an opportunity to work in government organisations” and 62 per cent of the respondents agreed to this statement. 26 per cent of the respondents didn’t have any idea about it (Figure 20). Experienced employees can serve to Government sector as an advisor and also can join in private sectors so that their exposure can be utilised well.

Figure 20: The Response Pattern if Qualified People get an Opportunity to Work in Government Organisations

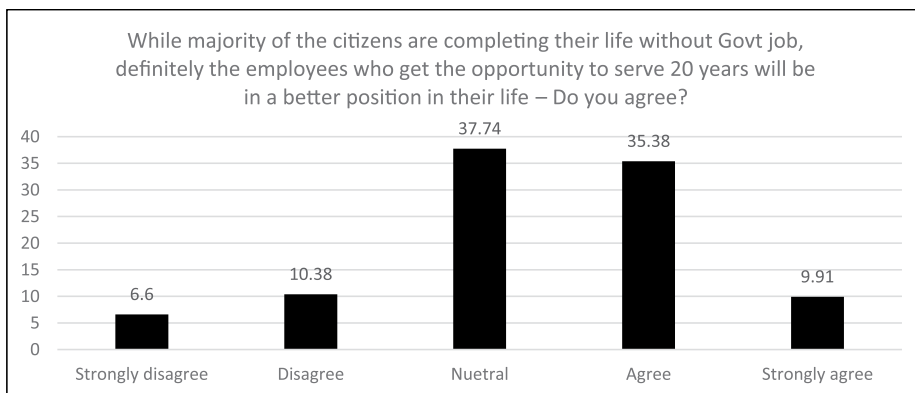


Source: Field Survey

For a better interpretation, we have combined the categories ‘Strongly disagree’ and ‘Disagree’ as one group, ‘Strongly agree’ and ‘Agree’ as one group and kept ‘Neutral’ as it is as a macro analysis approach. Around 17 per cent of

the respondents disagreed to the statement “While majority of the citizens are completing their life without Government job, definitely the employees who get the opportunity to serve 20 years will be in a better position in their life” and 45 per cent of the respondents agreed to this statement. 38 per cent of the respondents didn’t have any idea about it, which is a little high percentage. When someone gets an opportunity to work in the government sector, life of that employee and his/her dependents will be improved with good revenue, better lifestyle, and higher educational reach (Figure 21).

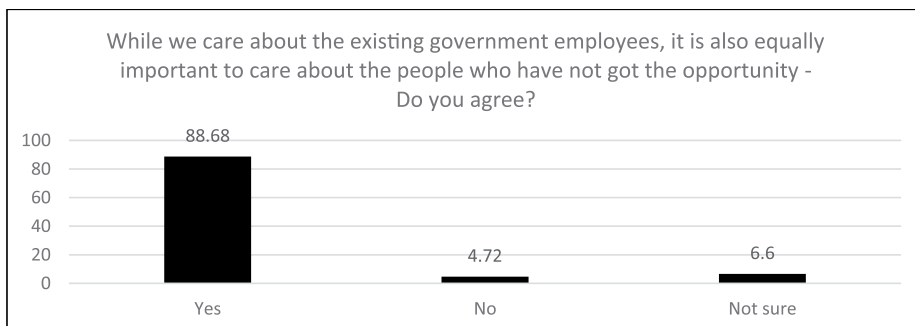
Figure 21: The Response Pattern of Government Employees than Unemployed



Source: Field Survey

When we calculate by using the halving technique, around 91 per cent of the respondents agreed to the statement, “While we care about the existing government employees, it is also equally important to care about the people who have not got the opportunity” and 9 per cent of the respondents disagreed to this statement. The response pattern clearly indicates that an alternate strategy is a must for generating more jobs by considering the enormous unemployed young talents (Figure 22).

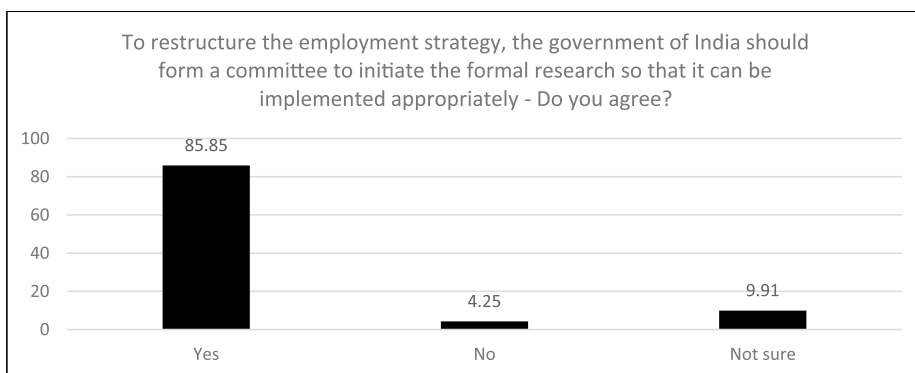
Figure 22: The Response Pattern for the Need of Unemployed People



Source: Field Survey

When we calculate by using the halving technique, around 91 per cent of the respondents agreed to the statement, “To restructure the employment strategy, the government of India should form a committee to initiate the formal research so that it can be implemented appropriately” and 9 per cent of the respondents disagreed to this statement. The response pattern evidenced the need for formal research to drive deep into this proposal so that the consequences of doing this can be understood well. Also, this will lead to proper pre-work, pilot study and better implementation (Figure 23).

Figure 23: The Response Pattern for the Need for Research to Consider the Proposal



Source: Field Survey

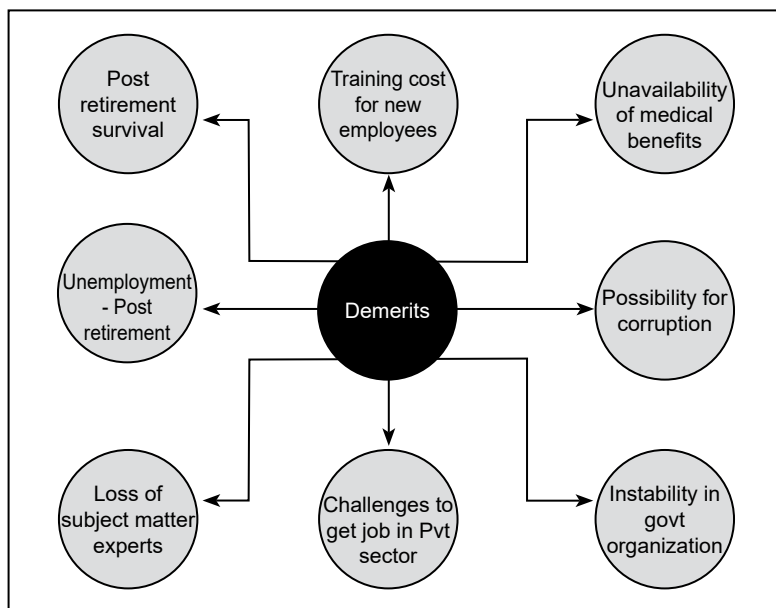
8. The Outcome of the Qualitative Survey

“What would be the negative consequence if the Government of India implement this approach (20-year tenure employment), please state?” for this open-ended question, the respondents gave different opinions. One of the respondents mentioned that “This approach will not work for everyone. If an employee joins at the age of 23 or 25 years, then his/her retirement age will be 43 or 45 years and at this age their commitment will be at the peak, and they will be tightly pressed by EMIs (Equated Monthly Installment), loans, and education expenses of their children who would be doing their higher studies. So, this approach will put them down. Even the compensations will not work here”. This is an opinion contradicting the feedback received through the quantitative technique. Other respondents stated that “People will become lazy during the defined 20 years of service. Implementing this tenure will also bring an opportunity for many people. However, there will be higher cost for conducting training of new employees”. Government employees might not be as skilled as they can be in the private sector due to job security in government sector – but this is contradicting the actual proposal which suggests that Government hires the employees through screening and examination, so there is no question of skill issues. Possibility for Corruption as employees may feel their employment tenure is short can be controlled with strict rules. Corruption cannot be controlled by tenure, but through better policy.

Few of the respondents raised their concern on some critical points such as: after retirement life would be a little difficult if the compensation is not enough; complete medical benefits for an employee is given only when they are in service, after 20 years they may lose the opportunity, as there is a limitation after they retire; the well-skilled employee may lose a better chance in private sectors. For the existing government employees income will become unmanageable in case they do not get any job after 20 years of service and due to this, the dependences will suffer. We may lose subject matter experts in different areas if we remove them in a defined short period. In some public sector, there is no opportunity for career progression with only 20 years. If a person gets selected in a lower division clerk (LDC) post, the chances of promotion are very less. The salary paid for the position is also less. Strikes by the employee unions and violent protest might occur.

The government employees who are already in service will be in a notion of working till their retirement (60 years), but if 20-year is the limit, they will go on strike. Most of the people seek government job because they think it is permanent and will get a pension after retirement, so, many will be against this change in system. Regarding non-performance due to early career ending – we strongly feel that this concern needs to be handled with the defined performance management system and connecting performance with retirement benefits. Government employees cannot get a job in private sector once they retire. Thus, the government should change its policies and help them to get job after the end of their tenure, which is a valid argument from one of the respondents (Figure 24).

Figure 24: The Demerits of implementing 20 Years of Employment in the Government Sector

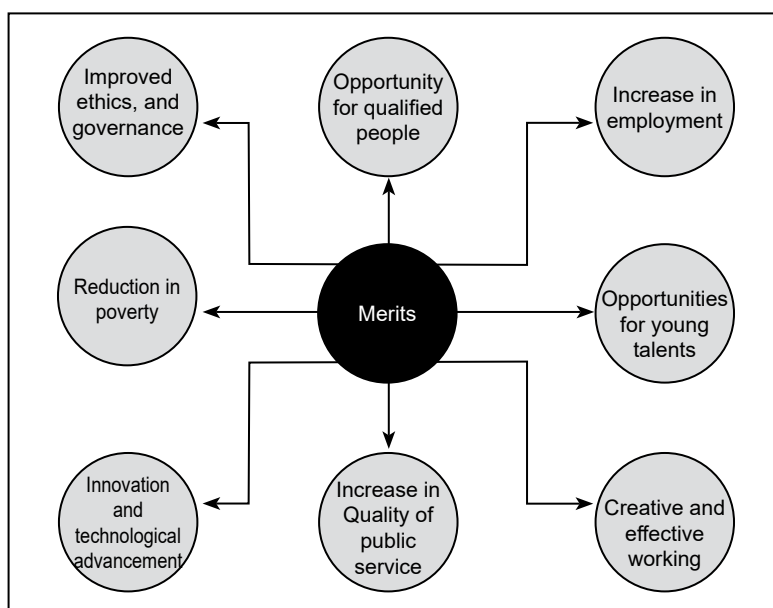


Source: Field Survey

Another respondent gave an opinion as “It is just like a cycle of employment like our ministers and it will be an excellent opportunity for the unemployed people. However, political involvement may be there to remove the efficient employees because they wanted to create and use the position for their known people”. This will become a significant challenge to people who are currently working in Government, because after 20 years, if they do not pass the test, then they will have to find a new job in the private sector or elsewhere”. While a respondent shared the opinion as “I do not think there will be any negative consequence of this. People will only benefit from this, and unproductive people must be removed”. Another respondent gave a contradictory opinion as “Some people should not be removed even after 20 years of service, people who worked for the government for 20 years will not adapt well in the private job”. Political parties will go against this decision and talented people will move to private sector job.

“In case of the open-ended question about the positive aspect of “if the Government of India implements this approach (20-year tenure employment)”, respondents expressed different views. Some respondents stated that it would help the government to create more employment opportunities because of vacancy is being filled up periodically. This 20-year tenure employment approach helps many unemployed people to get job who are well qualified (Figure 25).

Figure 25: Shows the Merits of implementing 20 Years of Employment in the Government Sector



Source: Field Survey

Moreover, it will encourage people since they have an option to get job in the government sector. This approach would bring more opportunities for young talent, there will be no seniority domination and also, unemployment rate might go down. Job opportunity will be created for every generation, and their growth and development will be enhanced. After 20 years of service, the government employees may gain enough knowledge and capital for investments in the fields of their interest and will be able to create jobs for new talent. The employees who do not work thinking that it is a secure job will now have to work sincerely which will lead to creative ideas and effective work culture. This will also create motivation for youngsters and increase effective functioning in government organisations. Arrogance and public harassment in government offices will reduce. The new generation will get the opportunity to work in government organisations and existing government officers would not take their jobs for granted. This system will eliminate people who are influential due to their seniority which will help in curbing corruption. Other eligible people might get a chance to serve the public once the 20-year period of the existing employee is over. Through this system more and more people would get the opportunity to work in the Government sector. So, instability in the income distribution would be reduced for the vast population of India.

Betterment of society is another positive impact of this implementation. If some more particular benefits are announced which can boost employee's willingness to work for 20 years effectively, then it would be useful for both employees and the government. This will increase employment and inculcate good work culture among the government employees for career progress and skill development. It will provide the opportunity for many people to be inducted in the Government job, and there might be a change of improvement in the approaches of the government employees. Many young qualified people will get the opportunity to work for the government, which will enhance the growth and development of the nation. The right person with the right capabilities when hired over a long period gives him/her a sense of safety and there is a possibility that he/she will perform sincerely. Government employees might work hard to achieve higher positions in the short term, thereby delivering dedicated and quality output. On the other hand, the deserving people will get an opportunity to serve in government sector. Work ethics and corporate governance will improve since employees will develop a sense of belongingness towards the workplace. New recruitment and training cost will reduce. Fresh talents and skilled workforce can join the government job and hence there will be a reduction in poverty.

If this scheme is appropriately implemented by providing a solution as to how the government employees would survive after completion of their 20-year tenure, this scheme can help a lot to the underprivileged families and unemployed youth in the country. A stage may even come when students will

get extra-motivated to clear their exams in colleges and other entrance tests because they feel more confident about the opportunity to get a government job. People will work at their best to gain promotions as they only have 20 years to work in that organisation, so they will try to maximise the benefits they get from the organisation. Majority of the youths who are active and have the desire to provide excellent quality services can get a better platform for themselves. Their lifestyle will change significantly. People who want to get government jobs will get an opportunity to serve government through this programme.

9. Hypothesis and Testing

H1: Ability test is needed to ensure better productivity from government employees.

H2: An alternate strategy is needed for India to create more employment opportunities.

H1: Ability test is needed to ensure better productivity from Government employees.

Table 3: The Response Pattern, Mean and SD value for Hypothesis 1

Questions	Mean	Std Deviation
Review of employee's ability is needed frequently, at least once in 5 years – Do you agree?	2.88	0.03
Do you think all the appointed employees (Govt.) are well qualified and are capable to perform their duties as per contemporary development?	3.59	0.05
Government employees who are not able to pass the ability test should be removed from a job	2.97	0.05
The government employees who are not able to pass the ability test should be given training and then their ability should be measured.	3.80	0.04

Source: Field Survey

Based on the outcome of all the four questions that belong to the hypothesis, “Ability test is needed to ensure the better productivity from Government employees”, it can be evidenced that ability is a must to get the best delivery from the government employees which will lead to more satisfaction of the beneficiaries. Measuring ability at least once in 5 years should help the employees to align themselves as per the contemporary changes. Majority of the respondents said that only a few employees could deliver as per the expectations. Though there is a different opinion about the employee's removal from the job and the training requirement, however, measuring ability is inevitable. This is also evidenced by the mean value, which is above average value and closure to the maximum value. The value of the standard deviation is within the acceptable

statistical value. By considering all the above facts, it can be concluded that the null hypothesis “Ability test is not needed to ensure the better productivity from Government employees” is rejected and the alternate hypothesis “Ability test is needed to ensure the better productivity from Government employees” is accepted.

H2: An alternate strategy is needed for India to create more employment opportunities.

Appointing the Government employees for the 20-year tenure is an acceptable proposal since the majority of the respondents agreed to the statements or the questions (see the table below) that belong to the hypothesis. Retirement after 20 years with decent compensation is a good option for more than 70 per cent of the respondents. More than 60 per cent of the respondents voiced for implementation of this proposal as this will help the young talented people to get government job and it is an opportunity for many people to improve their quality of life.

Table 4: The Response Pattern, Mean and SD value for Hypothesis 2

Alternate strategy in employment as a New model in Govt. Sector	Mean	Std. Deviation
Appointing govt employees for the defined period (20 years) is the right option and will help society.	2.01	0.06
Conducting the exam and select the qualified employees for only 20 years tenure will give huge benefits to all the stakeholders	2.16	0.06
Once the Govt. employees complete 20 years of service, they have to retire with the special compensation, so that their survival will not be in question	2.42	0.06
Appointing Govt employees only for 20 years will create an employment opportunity for unemployed and well-qualified people	2.44	0.06
The Govt employees who are moving out from job after 20 years will be able to survive without many challenges	1.94	0.05
Appointing Govt employees only for 20 years will help to improve the quality of life for the unemployed citizens (Qualified)	2.28	0.06
The 20 years tenure employment concept can be implemented in all central and state government jobs step by step	2.26	0.06
Instead of someone completing life without government job, it would be good that most of the qualified people will also get an opportunity to work in government organizations	2.51	0.05
While the majority of the citizens are completing their life without Govt job, definitely the employees who have got the opportunity to serve 20 years will be in a better position in their life	2.28	0.05
While we care about the existing government employees, it is also equally important to care about the people who have not got the opportunity	2.84	0.03
To restructure the employment strategy, the government of India should form the committee to initiate the formal research so that it can be implemented appropriately	2.82	0.03

90 per cent of the respondents indicated that this proposal needs to be investigated by the Government of India for better understanding and implementation subsequently. The mean value for the majority of the questions is above average and closure to the upper value. Also, the value of the standard deviation is within the acceptable statistical value, which gives the validity for the acceptance of the proposal. By considering all the above facts, it can be concluded that the null hypothesis “An alternate strategy is not needed for India to create more employment opportunities” is rejected and alternate hypothesis “An alternate strategy is needed for India to create more employment opportunities” is accepted.

10. Discussion and Interpretation

- There were 212 participants in this survey. Respondents were from a different educational background, currently doing their MBA degree, and they belonged to 23 states of India. Eighty-eight respondents' (41.5%) family member was working either in central or state government. Respondents had given a mixed response about the strikes by the government employees. Only 29 respondents felt the union strikes are genuine, and all other expressed different views. Regarding the salary paid to the government employees, 40 per cent mentioned that it is not reasonable, which indicated that it is low, and 39 per cent felt it to be fair. Three per cent mentioned that it is very high, 6 per cent felt that the current salary should be reduced. 12.3 per cent wanted to retain the current salary without any change. Conclusively, more than 50 per cent of the respondents (39+12) felt that the current salary is fine. Vast majority of the respondents (93%) mentioned about the need of measuring the employee's ability, at least once in 5 years, which indicates the necessity of having a reliable performance review system to measure the Government employee's skills and ability to perform any assignment.
- 90 per cent of the respondents felt that all the appointed employees (Government) are not well qualified hence they are unable to deliver as per contemporary development, and this reflects the lousy experience the respondents had with the public servants. Only 2 per cent of the respondents mentioned that the Government employees who are not able to pass the ability test should not be removed from the job. Around 88 per cent of the respondents said that the government employees who are not able to pass the ability test should be given training and then their ability should be measured. This indicates that the respondents do not want to have any negative impact on any government employee's life directly without following proper method. We have received balanced and almost equal distribution of responses for all the categories for the question “Appointing government employees for a defined period of 20 years is the right option and it will help society”. This indicates that 50 per cent of the

respondents supported this concept and the equal number of people had a different opinion. 41 per cent of the participants agreed that conducting the exam and selecting the qualified employees for only 20-year tenure will give considerable benefits to all the stakeholders. The response pattern indicated that this approach would help for sure to some extent. 71 per cent of the respondents agreed that once the Government employees complete 20 years of service, they should be retired with the exclusive compensation so that their survival will not be in question. Similarly, 71 per cent of the respondents agreed that appointing government employees only for 20 years will create an employment opportunity for the unemployed youth.

- Around 26 per cent of the respondents disagreed that the government employees who will be moving out from job after 20 years will be able to survive without many challenges; 21 per cent of the respondents agreed to it. 53 per cent of the people were in a neutral state. Nearly 64 per cent of the respondents agreed that appointing government employees only for 20 years will help improve the quality of life for the unemployed citizens (Qualified). Nearly 63 per cent of the respondents agreed that the concept of 20-year tenure of employment can be implemented in all central and state government jobs step by step. Around 62 per cent admitted to the statement “Instead of someone completing life without a government job, it would be right that most of the qualified people will also get an opportunity to work in government organisations. Only 17 per cent of the respondents disagreed to the statement “While the majority of the citizens are completing their life without Government job, definitely the employees who have got the opportunity to serve 20 years will be in a better position in their life”. Jointly 91 per cent of the respondents agreed to the statements “While we care about the existing government employees, it is equally important to care about the people who have not got the opportunity” and “To restructure the employment strategy the government of India should form a committee to initiate the formal research so that it can be implemented appropriately”. These response patterns evidenced the need for an alternate strategy and formal research to drive deep into this proposal.
- Multiple factors expressed as part of the negative and positive consequences of implementing 20-year tenure in the Government sector as discussed in the qualitative study section has been considered for providing recommendations. It is evident that the quantitative-based questions had given beneficial outcome; however, the result from the qualitative technique has given some unique real-time data.

11. Recommendations

1. Aadhar and PAN (Permanent Account Number)-based social security system to be formed for better management of employment statistics and

every citizen should get unique Social Security Number (SSN). This will help in understanding the number of employees working in government sector (central and state), organised private sector, unorganised sector, and unemployed. Also, Government of India can plan and track vocational training for the residents for increasing skills-based employment.

2. As voiced by most of the respondents, employment with 20 years tenure for the government organisations can be implemented by considering the vast unemployed population and number of people not working in the private and unorganised sector.
3. Retirement scheme had been planned at the time of Independence (1947), by considering the population and its literacy level. But, now the scenario has changed entirely. It is the right time for Government of India to think about an alternate strategy. Countries with moderate population may keep 60 years as retirement age but India with its 130 crore population needs to think differently to meet the employment needs of its enormous population, unemployed people and qualified people, who can deliver best.
4. It is critical to understand the positive and negative significances of executing 20-year tenure in government organisations, so all the conceivable efforts have to be made by the Government. By nature, any scheme which breaks the conventional practices faces antagonism at the time of enactment. Still, the attempt is inevitable as the proposal will attract considerable benefits in the future.
5. Provision of medical facility after retirement and compensation at the time of superannuation should be studied meticulously so that it can be addressed properly.
6. Independent research or researcher facing limitations in terms of reaching out to the sample (Respondents, i.e. officials), collecting confidential information and getting access to the policy documents, formal research is needed to be done by engaging various stakeholders from various government departments, so that the possibility of obtaining complete information increases which may help in decision making.
7. As expressed by some of the experts, the 20-year tenure of employment may not be possible for some lower grade employees where they get very less salary and may take a few decades to reach a good wage level. Experienced administrative service officers may be needed for better service. So, it is essential to understand which categories should be excluded from this proposal.
8. Government employees and their unions showed unwillingness and opposed the withdrawal of the old pension scheme which existed for decades together and introduction of national pension scheme (NPS) by the

Government of India in 2004. However, by considering the benefits of the new scheme, GoI was able to implement the scheme successfully. In the same way, there will be opposition and protests against the enactment of the 20-year tenure which cannot be completely ignored. There is a possibility that policymakers may not agree with the proposal at this point. However, it is worth considering keeping in view the massive unemployment and availability of young talents as it will make a revolution in Indian history.

12. Conclusion

From the research it is understood that India is going through significant spell of unemployment which is a considerable challenge. Underemployment, unemployment lead to poverty and impact the quality of life of the citizens negatively. Most of the policies, including employment policy defined by the Government of India at the time of independence were based on the number of populations, and socio-economic development needs of the country during that time. There were some minor changes performed by the respective ministries based on the requirements. There is resistance from various stakeholders whenever there is a change proposed by the government. Few of the proposals went off well and few were withdrawn due to negative outcome and strong opposition. Most of the rules and regulations for hiring employees for government organisations, performance management, retirement age and retirement benefits were framed a few decades ago which needs to be reviewed.

There were so many quotes by the legends about the need of change in the process, people and system: “Progress is impossible without change, and those who cannot change their minds cannot change anything” – George Bernard Shaw; “You must be the change you wish to see in the world” – Mahatma Gandhi; “There are three constants in life. They are change, choice and principles” – Stephen Covey; “The world hates change, yet it is the only thing that has brought progress” – Charles Kettering;¹³ To paraphrase an old saying – The only constant in life is change. Life changes every day for every person in some way. We expect the seasons to change, children to grow taller, birthdays to keep piling on, strawberries in June and the crisp smell of fall in October. We expect to grow older, to watch children marry, to retire from our jobs and play with our grandchildren. We even recognise that sickness and death are expected events in our lives.¹⁴ Change is the only constant, inevitable truth in the earth. Restraining oneself and opposing to the changes will lead to an unattainable failure to humankind.

It is understandable that the government is taking various initiatives to increase employment. However, it is a fact that underemployment and unemployment

13 <http://www.ericforatconsulting.com/Changement-An.html>

14 https://www.waxahachietx.com/news/health/coping-with-lifes-changes-can-be-a-challenge/article_80e0fb46-118b-11e1-a36e-001cc4c002e0.html

exist which lead to poverty. Keeping in view the massive young talents of the country, it is logical to review the ability of government employees time to time to fix the 20-year tenure for most of the employment in the government organisations. The ability-review concept will provide cognitive benefits such as helping employees to improve their skills and delivering quality services to the citizens. Government can remove the unfit employees and appoint young talented people who can serve the nation better. On the other hand, implementing 20-year tenure-based employment will bring a drastic change in the life of the young talented people. It may not be possible for the government to implement these proposals straightaway. However, it is worth considering a proposal for review through formal research and further implementation with the possible amendment in the policy.

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