Chapter III

METHODOLOGY
3.1 The Subject

The subject selected for research is “Human Resource Development of Rural Youth - The Role of Nehru Yuva Kendra”. Nehru Yuva Kendra is an autonomous organisation under the Ministry of Youth Affairs and Sports, Government of India. The organisation is in existence from 1972. The objective of the organisation is the overall development of rural youth. Nobody has till date made a in-depth study about the efficiency and effectiveness of the organisation. Hence the researcher has chosen this subject in order elicit the role of Nehru Yuva Kendra in providing human resource development of rural youth through affiliated youth organisations. Efforts were made to develop the concept of human resource development, portray accurately the characteristics of Nehru Yuva Kendra and relate the programmes and behaviours with the HRD initiatives and to assess the role of the organisation in the HRD of rural youth.

3.2 Type of Study

The type of research adopted for this study is “field research”. The research design adopted is exploratory research (formulative type). The objective of exploratory research is to attain knowledge about an event or fact or to achieve new insights into it through the development of hypothesis rather than their testing. It is concerned with describing the characteristics of the organisation. The design is rigid. Efforts were made for protection against bias and maximise
reliability of the study. The sampling design is probability sampling (random sampling). The state of affairs of the organisation, as it exists at present has been explored through fact-finding surveys. Structured and well-designed tools have been used for collection of data. The statistical design for analysis comprises a pre-planned design to facilitate analysis of the data. It aims to find out the present HRD situation of the organisation by analysing the programmes and behaviour patterns of the organisation. For analysing the various aspects under consideration variables have been quantified. The analysis has been done based on the empirical evidence received from the field survey. Only descriptive statistics has been used. Conclusions are made with scope for critical scrutiny and testing through replication. The operational design has got well thought advanced decision about operational procedures.

3.3 Objectives of the Study

1) To identify and analyse the concept of Human Resource Development.

2) To analyse the objectives of Nehru Yuva Kendra with reference to the programmes on Human Resource Development and find out the impact of Nehru Yuva Kendra programmes on the Human Resource Development of rural youth.
3) To relate the programmes and functioning of Nehru Yuva Kendra with the concept of Human Resource Development of rural youth and find out the strengths, weaknesses, opportunities, and threats of the institution.

4) To make constructive suggestions for further improvement of the institution.

3.4 Hypothesis

1) Nehru Yuva Kendra could activate only less than 50% of its affiliated youth organisations.

2) Nehru Yuva Kendra gives proper representation for the people of all caste and religion.

3) In some occasions, Nehru Yuva Kendra deviates from its objectives and hence the target group is not fully benefited.

4) Female representation of the affiliated youth organisations was less than 25%.

5) Youth clubs have less qualified and less experienced office bearers. This results in the very poor maintenance of records and registers and infrastructure development,

6) Lack of fund and financial stringency are the major problems of youth clubs and its office bearers.

7) Paucity of fund and lack of training is the major problem of the ‘Regular programmes’ of Nehru Yuva Kendra.
8) Nehru Yuva Kendra faces paucity of fund, shortage of staff and lack of mobility.

9) The concession of educational qualifications and age of woman candidates for the selection of National Service Volunteers has created a substandard group of volunteers.

10) Nehru Yuva Kendra programmes are beneficial to youth clubs.

11) Human resource development initiative in Nehru Yuva Kendra is not at all satisfactory.

3.5 Conceptual Frame Work

Human Resource Development has gained appreciable acceptance and progress during the last decade. But the efforts and initiatives have largely seen limited to industries and profit making sector. Service sector industry and government system still treats HRD as a synonymous with training. So also people in the unorganised sector constitute major chunk of the population. They are doing a number of skilled and unskilled activities. They also need competencies of knowledge, attitude, values and skills to perform different tasks efficiently and effectively. Continuous development of competencies of people is necessary for the self-development of the individual and progress of the society. But nobody is seriously seen interested to extend the scientific methods of resource development initiatives. The aims of this particular study is to create an
understanding about the intensity of the issue, by focusing an organisation which is working with the rural youth for their overall development.

3.6 Definition of Major Concepts

1) Human Resource Development: In this context, Human Resource Development (HRD) can be defined as a process, through which people are helped in a continuous and planned way, based on assessed capabilities, to develop, acquire or sharpen the capabilities, and increase competency with commitment to prove the effectiveness in comparison with others, in order to perform various general functions as an individual and social being, and the specific functions associated with the job at present and future.

2) Youth: Youth can be defined as a very vital and vibrant stage of human development, with its own capabilities, problems and needs, which can be considered as a social group between the age of 15-35.

3) Rural Youth: The youth permanently residing in the panchayat areas other than municipalities and corporations are called rural youth.

4) Nehru Yuva Kendra: Nehru Yuva Kendra is an organisation of Government of India. Started during 1972 for the overall development of rural youth.
5) Nehru Yuva Kendra Sangathan: Nehru Yuva Kendra Sangathan is an autonomous organisation of the Ministry of Youth Affairs and Sports formed during February 1987 incorporating all the existing Nehru Yuva Kendras under it for the overall development of rural youth.

6) Youth work: The work or services, conducted or organised by the government or voluntary agencies, in order to promote better development of youth.

7) Environment: Outlook, conditions or objects surrounding an organisation

8) Performance appraisal: Is the scientifically proved and systematic evaluation of individual performance on a particular work, in terms of its requirements and his potential for development.

9) Manpower planning: Manpower planning can be defined as a strategy for the acquisition, utilisation, improvement and preservation of the human resources of an enterprise.

10) Training: is the process of increasing the capabilities of individuals and groups so that they may contribute effectively to the attainment of organisational goals.

11) Motivation: Motivation is the process that ensures that people carry out their assigned work effectively and willingly with a spirit of enthusiasm.
12) Organisation: Organisation is a group of individuals joined together to achieve a common goal or set of goals, which individuals alone cannot achieve. Organisations are organic in nature. They have birth, growth and finally decay.

13) Institution: Institutions are organisations, with a capacity of continuous growth, with ability to cope with pressures and make thrust into the future. They also play the roles of change inducing and change protecting agent.

14) Co-ordination: It is the integrating for blending efforts in order to ensure a successful attainment of an objective.

3.7 Limitations of the Study

Nehru Yuva Kendra is an all India organisation. A complete study of the organisation is not viable within the scope of this research study. Hence the study based on the Nehru Yuva Kendras of Kerala State is considered as the unit of enquiry. The target group of Nehru Yuva Kendra is rural youth of affiliated Youth Clubs and hence the study is restricted to rural youth representatives of youth organisation affiliated to Nehru Yuva Kendra. Number of the respondents is limited to representative capacity by using random sampling method. The period of study is also restricted from 1987-2002.
3.8 Sampling and Coverage

Sample is the total representation of the diminutive cross-section of the population identified for the study. For selecting the miniature cross-section of the population proved and accepted scientific procedures are adopted. The manner of selecting the sample is done with the scientifically accepted sampling technique. The sample survey has been conducted as per the laid down procedure. The sampling technique and survey thus strengthened the sampling design. For the present study sampling design is divided into, universe of the study, sampling unit, sampling frame (source list), sample size, parameters of interest and sampling procedure.

3.8.1 Universe of the Study

Universe of the study is Nehru Yuva Kendra. At present there are 500 district Nehru Yuva Kendras across the country. The congregation of all the Nehru Yuva Kendras are called Nehru Yuva Kendra Sangathan (NYKS), an autonomous body under the Ministry of Youth Affairs and Sports, Government of India. All the affairs of the Kendras are managed and controlled by Nehru Yuva Kendra Sangathan. The district administration of the kendra is vested with the District Youth Co-ordinator, who is assisted by Accounts Clerk-cum-Typist and 10-15 National Service Volunteers (NSVs). NYKS has a wide network of 5000 trained NSVs and 6.4 million youth volunteers enrolled through 200,000 village
level youth clubs. The universe is of finite native. (Source: Diary 2002, Published by NYKS).

<table>
<thead>
<tr>
<th>UNIVERSE OF THE STUDY</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Nehru Yuva Kendra</td>
<td>500</td>
</tr>
<tr>
<td>Sanctioned strength of District Youth Co-ordinator</td>
<td>500</td>
</tr>
<tr>
<td>Sanctioned strength of Accounts Clerk-cum-Typist</td>
<td>500</td>
</tr>
<tr>
<td>Sanctioned strength of National Service Volunteer</td>
<td>5000</td>
</tr>
<tr>
<td>Sanctioned strength of Youth Organisations</td>
<td>200,000</td>
</tr>
</tbody>
</table>

(Source: NYKS Head Office Publication 2002)

3.8.2 Sampling Unit

Nehru Yuva Kendra is an All India Organisation. A cross section of the universe from all the states is enormously large and thus became out of reach within the purview of this particular study. Hence the study is limited to all the fourteen districts of Kerala State.

3.8.3 Sampling Frame (Source list)

The management and extension of activities and programmes of Nehru Yuva Kendra are mainly entrusted with the District Youth Co-ordinators, Accounts Clerk-cum-Typist, National Service Volunteers and representatives of affiliated youth organisations. The District Youth Co-ordinators are the person in
charge of the district administration, finance and programmes. They are having the overall control of the Kendra. The Accounts Clerk-cum-Typist assists them. To extent the activities and programmes of the Kendra, there are trained National Service Volunteers, programmes are implemented in the rural area with the help and co-operation of affiliated youth clubs, whose members are also the direct beneficiaries of the programme. So to get a complete coverage, District Youth Co-ordinators, Accounts Clerk-cum-Typists, National Service Volunteers and representatives of affiliated youth clubs are included in the sampling frame.

3.8.4 Sample Size

There were Ten District Youth Co-ordinators (DYC), posted in 10 districts (additional charge in the remaining four districts), Twelve Accounts Clerk-cum-Typists (ACT) posted in 12 districts (additional charge in the remaining two districts), 131 National Service Volunteers posted in 14 districts and 10,321 Youth Organisations affiliated with 14 District Nehru Yuva Kendras, where in the role of the Kendras at the time of investigation (Source: Zonal Officer Record, 2002). All the 10 District Youth Co-ordinators are selected as respondents. Out of the 14 Accounts Clerk-cum-Typists, one is the posted at Mahi, which is out of the purview of this study and another one was on leave at the time of data collection. The balance of 12 ACTs was considered as sample. Out of the 131 NSVs from the 11 districts except Kasargod, Wyanad and Kozhikode 37 are not directly
connected with the field activities. The balance of 94 NSVs is selected. In the districts of Wyanad, Kasargod and Kozhikode there is no NSV scheme. In lieu of that these districts are having National Reconstruction Corps (NRC). The functioning of NSV’s and NRC’s are almost same. So in the above three districts NRCs are selected on a representative capacity. Thus 6 volunteers from Kozhikode, 2 volunteers from Kasargod and 2 volunteers from Wyanand are brought in to the purview of the study. Out of the 10,321 youth clubs 277 youth clubs are considered as sample on probability basis.
### 3.8.4.1 Table showing the details of Organisations, Respondents and Investigators Associated with the Study

<table>
<thead>
<tr>
<th>Name of District</th>
<th>Organisations studied</th>
<th>Respondents</th>
<th></th>
<th></th>
<th>Investigations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>NSV/ NRC</td>
<td>ACT</td>
<td>DYC</td>
<td></td>
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<tr>
<td>Chiru vanantha-puram</td>
<td>19</td>
<td>8</td>
<td>1</td>
<td>Addl.</td>
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<td>Kollam</td>
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<td>6</td>
<td>1</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Alappuzha</td>
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<td>10</td>
<td>1</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Pathanamthitta</td>
<td>18</td>
<td>8</td>
<td>Addl.</td>
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<td>8</td>
</tr>
<tr>
<td>Kottayam</td>
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<td>1</td>
<td>1</td>
<td>8</td>
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<tr>
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<td>1</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Idu kki</td>
<td>14</td>
<td>5</td>
<td>1</td>
<td>Addl.</td>
<td>5</td>
</tr>
<tr>
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<td>1</td>
<td>Addl.</td>
<td>12</td>
</tr>
<tr>
<td>Pala kkad</td>
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<td>11</td>
<td>1</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>Malappuram</td>
<td>35</td>
<td>11</td>
<td>1</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>Kozhikode</td>
<td>15</td>
<td>6</td>
<td>1</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Wyanad</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Kannur</td>
<td>21</td>
<td>9</td>
<td>1</td>
<td>Addl.</td>
<td>9</td>
</tr>
<tr>
<td>Kasaragod</td>
<td>6</td>
<td>2</td>
<td>L</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total ~ 14</strong></td>
<td><strong>277</strong></td>
<td><strong>104</strong></td>
<td><strong>13</strong></td>
<td><strong>9</strong></td>
<td><strong>104</strong></td>
</tr>
</tbody>
</table>

**Organisation:** Affiliated Youth Organisation

**NSV:** National Service Volunteers

**NRC:** National Reconstruction Corps

**ACT:** Accounts Clerk-cum-Typist

**DYC:** District Youth Co-ordinator

**Addl-:** Additional Charge

**L:** On leave
3.8.5 Parameters of Interest

The samples selected as depicted above covers all the functionaries of the organisation under study ie from the district head to the beneficiary group. All the four groups are fully involved in the programmes of NYK at different levels. All the required details are elicited from them. The sub groups of the population were involved in different activities of the organisation and hence all are relevant for the study. Socio-economic background, Human resource development climate and organisational climate details, problems encountered during programme implementation, programme co-ordination and overall performance were in the area of interest. The population parameters fixed have helped for the coverage and in depth study of the subject.

3.8.6 Sampling procedure

The most reliable approach to increase the precision of the sample is by selecting a sample design, which has minimum sampling error. For beginners in research, less complicated design in easier to adopt. This also enables the researcher to control the ‘systematic bias’. So while selecting the sampling procedure, care has been taken to minimise sampling error and control systematic bias. The sampling procedure adopted for the study is probability sampling. The respondents are not homogeneous and hence the population is divided into four homogeneous groups. Then simple random sampling is
adopted. The peculiarity of this method is that every item of the universe has equal chance of inclusion into the sample size. “The results obtained from probability or random sampling can be assured in terms of probability ie we can measure the errors of estimation or the significance of the results obtained from a random sample and their factor brings the superiority of random sampling design over the deliberate sampling design” (Kothari 1990). Random sampling also ensures the law of statistical regularity which states “if on an average the sample chosen is a random one, the sample will have the same composition and characteristics as the universe” (Kothari 1990). This is the reason why random sampling is considered as the best technique of selecting representative sample.

3.9 Collection of data

3.9.1 Source and Type of Data

There were four types of respondents. Different types of data are collected from different strata of respondents. Data specific to their field of activity and knowledge level is formulated. The socio-economic data was collected from all the four groups of respondents. From the District Youth Co-ordinators and Accounts Clerk-cum-Typist, data pertaining to the organisation climate and HRD climate was administered. From the National Service Volunteers their work related details pertaining to the youth clubs are collected. They, being the
persons entrusted for extending the programmes and activities to the youth clubs, data relating to the problems faced with the implementation of the programmes were collected. The fourth group is the affiliated youth organisations. They are the people, who are doing the programmes in the rural area and are the direct beneficiaries of the programme. Youth clubs are considered as the basic unit for giving programmes. No programmes are given directly to individuals. So the structure and functioning of youth clubs are worth studying. Programme co-ordination is another area focused by the researcher. The quantity and quality of the programmes implemented by the youth clubs in the rural area paves the way for their self-reliance. The strength and weakness of the programmes can be judged better by the beneficiaries. Hence youth club representatives can very well say whether a programme was beneficial or not. So all programmes related questions were asked to them to get a clear knowledge about the performance level of the programme. Data was also collected about the over all effect of the programme.

### 3.9.2 Tools and Techniques

Six tools were used for the study. Three of them were questionnaire and one was interview schedule. All the questions of the questionnaire and schedule are ‘closed’. HRD climate questionnaire was prepared in the pattern of Likert type sealing technique in the five point grading system. Coding is done for computer
analysis. In addition to questionnaire and schedule, Focused Interview and Telephone Interview were also administered for the study.

### 3.9.2.1 Tool Number-1

<table>
<thead>
<tr>
<th>Respondent Tool</th>
<th>Technique / Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth Club Interview Representatives ; Schedule</td>
<td>Interviewer used a detailed schedule with closed questions. Schedules were administered after giving training to the National Service Volunteers. Organisational details, Programme co-ordination, Programme implementation, and over all performance were the area of interest.</td>
</tr>
</tbody>
</table>

### 3.9.2.2 Tool Number-2

<table>
<thead>
<tr>
<th>Respondent Tool</th>
<th>Technique/Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Service</td>
<td>Questionnaire Volunteers</td>
</tr>
</tbody>
</table>

### 3.9.2.3 Tool Number-3

<table>
<thead>
<tr>
<th>Respondent Tool</th>
<th>Technique / Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Clerk- j Questionnaire cum-Typist i Aptitude scale</td>
<td>Identification of socio-economic details, to assess the HRD climate and to assess the organisational climate</td>
</tr>
</tbody>
</table>
3.9.3 Pilot Study

On preparation of the tools, a pilot study was conducted during October 2002. 14 National Service Volunteers, 26 Youth Club Representatives, 2 Accounts Clerk-cum-Typists and 2 District Youth Co-ordinators attended the pilot survey. The reflections of the pilot study were analysed and tools from 1 to 4 were modified accordingly.

3.9.4 Training, Distribution and Execution

The researcher thought that it would be better to give an orientation to the District Youth Co-ordinator's, Accounts Clerk-cum-Typist's and investigators for enabling them to execute the tools properly. The tools contained some technical terms, which are unavoidable and so training was necessary to impart clarity to the questions and the process of administration. There was an official meeting of the District Youth Co-ordinators and Accounts Clerk-cum-Typists of Kerala Region at Youth Hostel, Veli, Thiruvananthapuram on 11<sup>th</sup> and 12<sup>th</sup> December 2002. In that meeting half days permission was sought from Zonal Director to discuss the tools and distribute the same. The objective of the research and method of data collection was narrated to them. Each question was read and doubts were clarified. The District Youth Co-ordinators were authorised to call the meeting of all the National Service Volunteers of their district and discuss the schedule and questionnaire in detail so as to disseminate the whole idea and
make them fit for the investigation process. This has been completed in all the 14 districts before 10th January 2003. The trained National Service Volunteers are also selected as investigators and authorised to collect data from youth organisations using the schedule. The researcher has also conducted focused interview with the District Youth Co-ordinators on matters related with some particular programme and its effects. Telephone interview was also done by the researcher to get more clarify on certain issues emerged during the process of the study.

3.10 Processing of the Data

The completed and collected questionnaires and schedules are edited “Editing is done to assure that the data are accurate, consistent with other facts gathers, uniformly entered, as complete as possible and have been well arranged to facilitate coding and tabulation”. The Accounts Clerk-cum-Typist with the help of National Service Volunteers has conducted “Field editing” and the researcher has done ‘central editing’. The coding of the data was done keeping in view of the ‘exhaustiveness’ ‘mutual exclusivity’ and ‘unidimensionality’. Then data were classified according to attributes and analysed.
3.11 Format of the Report

Relative study was made with the identified variables. The data were tabulated and cross-tabulated in accordance with the enunciated objectives of the study. Results were discussed and findings and inferences formulated, Reporting format is made with seven chapters, appendix and bibliography.

Chapter.I Introduction;

The introductory chapter focuses on why the study is enunciated. This chapter makes a situational analysis to substantiate the purpose of the study by highlighting the present human resource development situation in various social service sector and voluntary agencies with special emphasis on Nehru Yuva

chapter.II Human Resource Management and Development - An Overview:

This chapter deals with review of literature, Literature survey has been made for conceptual and empirical clarity. The information received from the review is arranged thematically from the origin and development of human resource management and development to the present position.
Chapter III Methodology:

This chapter specifically narrates the subjects, type of study, objectives, hypothesis, tools and techniques, sampling procedure and technique of analysis of data.

Chapter IV Impact of NYK Programs on HRD of Rural Youth:

This is the analysis chapter. The analysis of socio-economic data is also incorporated with this chapter. Analysis is made with reference to the objectives and hypothesis of the study and the impact of NYK programmes on human resource development has been analysed. The HRD climate study was also done.

Chapter V Strengths, Weaknesses, Opportunities and Threats (SWOT) of NYK in the HRD Perspective:

A different type of analysis is done in the chapter with the SWOT analysis. The strengths, weaknesses, opportunities and threats of the organisation are segregated for suggesting remedial measures.

Chapter VI Summary, Conclusions and Suggestions:

This chapter deals with the summary of the findings and suggestions made for further improvement.