Chapter-VI

SUMMARY, CONCLUSION

AND SUGGESTIONS
Human Resource Development relies on the concept of development. Development is nothing but the promotion of capabilities. These capabilities are the pre-requisites needed to do the various activities efficiently and effectively. The proper congregation of natural, material and human resources can improve efficiency. When efficiency becomes effective, it will bring the desired result. But all the results are based on the proper co-ordination. Competent persons can only make the proper co-ordination. So human resource development has got a pertinent role in the whole process of development, because without human resource development, the management of resources is not possible.

Human Resource Development is not providing amenities to people, as we have seen in many rural development programmes. It is also not merely imparting training, awareness or technical know-how. HRD is a continuous process, it is a process to assess the capacity, develop the capability and increase the competency of the individual as a whole. Different mechanisms are used to initiate, facilitate and promote the process in a continuous way in order to retain the competency. Because the process has no limit, the mechanisms need to be examined periodically to see whether they are promoting or hindering the process. In this context, Human Resource Development 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 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. This is necessary for the self-development of the individual and the development of the society, which will pave the way for the overall development of the nation.

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.

HRD scientists are always focussing their attention on factories or industries to improve the HRD of the employees or managers. In that case, who will take care of the people outside the organisation? Only very little attention has been made in the unorganised sector. If we consider the national development over to institutional development, HRD of the common people of India is the broad area of consideration. Most of the common people come under the rural population. Among the rural folk, rural youth (15-35 age group) constitutes approximately 73% of the population. So they are the priority sector for any HRD intervention. India is fortunate to have a large resource of youth population, which is vigorous, active and responsive to new ideas and change. How to
identify their capacity? How to increase their capability? and How to make them competent? This can be achieved only through the governmental and non-governmental rural development agencies. Nehru Yuva Kendra, an autonomous institution of Government of India, is an agency, which links voluntary agencies and rural youth. NYK affiliates youth organisations, and through these affiliated organisations works for the over all development of non-student rural youth. The Kendra is in operation since 1972. No study has been initiated till date to assess the role of Nehru Yuva Kendra in the development of rural youth. A scientific study on this aspect is the need of the hour. So the researcher attempted the study on the “Human Resource Development of Rural Youth - The Role of Nehru Yuva Kendra”.

The objectives of the study are:

1. To identify and analyse the concept of Human Resource Development
2. To analyse the aims and objectives of Nehru Yuva Kendra with reference to the programmes on Human Resource Development
3. To relate the programmes and functioning of Nehru Yuva Kendra, with the concept of Human Resource Development of youth and find out the strength, weakness, opportunities and threats of the institution.
4. To make constructive suggestions for further improvement
The universe of the study is Nehru Yuva Kendra. The study covered all fourteen districts of Kerala State. 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. So all the four categories were selected as respondents. The sample size included 277 youth organisations, 104 National Service Volunteers, 12 Accounts Clerk-cum-Typists and 10 District Youth Co-ordinators, covering all the fourteen districts of Kerala. The sampling procedure adopted for the study is probability sampling. The respondents were not homogeneous and hence the population was divided into four homogeneous groups and simple random sampling method is adopted.

Six types of tools and techniques were used for eliciting information from four types of respondents.

1. Interview schedule: Schedule with closed questions to collect the organisational details, programme co-ordination details, programme implementation details and overall performance of youth clubs and Nehru Yuva Kendra, administered to the youth club representatives, through National Service Volunteers, who have been given training for data collection (10 pages)
2. Questionnaire-I: To identify the socio-economic background of the National Service Volunteers, their work related detailed and problems encountered during programme implementation.

3. Questionnaire-II: To identify the socio-economic background of the Accounts Clerk-cum-Typist and assess the organisational climate and the HRD climate at the middle strata (8 pages)

4. Questionnaire III: To identify the socio-economic background of the District Youth Co-ordinators and assess the organisational climate HRD climate at the upper strata (8 pages)

5. Focused interview: To elicit the details of different issues from the District Youth Co-ordinators that are not projected in the tools supplied. Supplementary details ad felt reasons were also collected.

6. Telephonic interview: Administered to District Youth Co-ordinators as a follow up to questionnaires already given.

Nehru Yuva Kendra is an all India organisation, with district offices in all the districts and union territories. So a complete study of the institution is not
viable within the scope of this research study. Hence, the unit of study is restricted to the state of Kerala. The target group of Nehru Yuva Kendra is rural youth of affiliated youth clubs and hence the study is restricted to the rural youth representatives of youth organisations affiliated to Nehru Yuva Kendra. The number of respondent is limited to representative capacity by using random sampling method. The period of study is also restricted from 1987 to 2002.

The tools contained some technical terms and hence training was necessary to impart clarity to the questions and the process of administration. Key to the tools was also distributed to all the respondents. After the state level training, the District Youth Co-ordinators of each district have given orientation to National Service Volunteers about the method of administration.

The completed and collected questionnaires and schedules were edited, coded and tabulated. The data were classified according to attributes. Relative study was made with identified variables and analysed. Results were discussed and findings and inferences were formulated. Reporting format is made with 6 chapters, appendix and bibliography. The chapters include, introduction, Human Resource Management and Development - An overview, Methodology, Impact of NYK programmes on the HRD of rural youth, strength, weakness, opportunities and threats (SWOT) of NYK in the HRD perspective and conclusion and suggestions.
6.1 Major Findings

6.1.1 General Issues

1. To the question raised by the researcher, whether the female representation of youth clubs is encouraging in the hypothesis, the analysis revealed that involvement of female in youth club activities is not encouraging. Females represented only 18.4% of the population. In the youth club membership female representation is very low. 41.5% of the respondents opinioned that the female representation in their organisation is less than 10%.

2. All affiliated youth organisations are cosmopolitan in nature. The total membership constitutes 57.8% Hindus, 23.3% Muslims and 19.3% Christians and 0.02% others.

3. OBC comes as a priority group in the youth club membership (55.2%) when compared to forward caste (30.3%). Analysis shows the involvement of OBC is remarkably good when compared with other castes. This is an added advantage of the institution.

4. NYK has got a very strong network of self-help groups in almost all districts. Idukki has got 479 and Pathanamthitta has got 477.
5. To the question the hypothesis about the status of self-help groups, the analysis revealed that self-help groups are considered equivalent status with the youth club by district Nehru Yuva Kendras. But this is against the objective of Nehru Yuva Kendra.

6. Almost all the National Service Volunteers of Nehru Yuva Kendra (99%) like the nature of work. 75% of the National Service Volunteers are graduates and 10.6% are having post graduation and above qualifications. The result of the analysis delivers a very satisfactory answer to the doubt raised in the hypothesis.

7. The analysis revealed that the National Service Volunteers are not satisfied with their honorarium they are getting (63.5%)

8. To the question raised about the commitment to work of the National Service Volunteers revealed that NSVs are fully committed. The statement showed that 99% of the National Service Volunteers like the nature of work.
9. More than 50% of the clubs are very weak. More than 50% of the clubs could not mobilise even an amount of Rs.833/- per month for their programmes. In 53.1% of the clubs, during 2001-2002, annual fund mobilisation is less than 10,000/-.

10. An enquiry into the financial status of youth club representatives revealed that their monthly income is very low. 30.3% of the youth club representatives have only less than Rs.500/- as monthly income.

11. As doubted by the researcher, the enrolment of students and employees stands as a threat to the objective of the institution. The target group of Nehru Yuva Kendra is non-student rural youth. But the data shows that in 7.2% of the organisations more than 50% of the students. The study also revealed that in 21.7%) of the organisations more than 25% are students.

12. The concentration of employees in the youth clubs is another problem being faced by youth clubs. The higher number of employees may divert that attention of the target group and the interest and focus area of the institution. The data shows that 21.3% of the organisation has more than 25% of employees. It is seen that 47.2% of the organisations have more than 60% of students and employees.
13. 35.4% affiliated youth organisations have own office building. Out of that 37.5% have building area more than 200 sq.ft. 9.4% have building area between 500 and 1000 sq.ft.

14. Though there is no prescribed educational qualification for youth club office bearers, 34.7% are pre-degree / Higher Secondary passed. There are 24.2% graduate and 6.1% post graduation and above qualified persons among them.

15. There are 43.6% youth clubs with goods worth more than 10,000. 14.4% have movable assets more than 50,000/-

16. With regard to mobilisation of programme fund, 13% of the clubs could obilise more than Rs.1 lakh for programmes. This means that 1341 clubs are functioning well in the state.

17. The benefit for non-student youth is being shared by student youth. Student membership is high in the affiliated organisations. 21.7% said that organisations have 25% of student membership and 7.2% said that 50% of the members are students.

18. SHGs and youth clubs are two separate classes of organisations. But NYK considers SHG on par with youth clubs.
19. Monthly income of the youth club activists is very low. 30.3% has only less than Rs. 500/- as monthly income.

20. Very active clubs are between 11 and 30% (51.9% opinioned) and totally inactive clubs are between 11 and 30% (50% opinioned)

21. Nehru Yuva Kendra is affiliating already formed and registered youth clubs.
   This is against the objective.

22. NYK programmes are helpful for the personality development of youth (52.9% 28.8%)

23. Fund position and period of training of vocational training programmes are not satisfactory (26% +28.8%)

24. Fund position of the awareness campaign is not sufficient (26.4% +26.4%)

25. Lack of training in sports promotion programme is a major problem (38.6% + 31.8%)

26. NYK is not in a position to attend the need of all the affiliated youth clubs (20.9% + 26.2%)
32. The opportunities includes favourable human development index in Kerala, political and social support, better avenues for link and co-ordination, acceptance from the part of villagers, well developed panchayathiraj system and well developed nodal youth clubs.

33. The major threats of the institution includes the huge issue of the unemployment of rural youth, ineffective consideration of the rural households below poverty line, the issue of educated unemployed, poor involvement of females in social service activities, and the outdated Charitable Societies Registration Act of 1860.

6.1.2 Human Resource Development Issues

1) Performance Appraisal: Chapter-VII of the personnel manual of Nehru Yuva Kendra Sangathan deals with the performance appraisal system. It says that performance appraisal is used for “identifying employees for selection for deputation, foreign assignments, etc... promotion, transfer and termination of services”. This itself clear about the concept of performance appraisal that the institution is maintaining. Confidential report is the only tool being used for assessing performance appraisal with in the organisation. Youth clubs instruction Performa is used for the assessment of Youth Organisations. The
27. Youth clubs are not getting sufficient training (22.8% + 35%)

28. Youth clubs are not having sufficient fund for their day to day administration (44.8% + 33.2%)

29. Shortage of staff, fund and mobility is the limitation of NYK.

30. The analysis shows that the organisation has a number of basic internal characteristics that strengthens the functioning of the organisation. They include large network of village level youth clubs, congregation of 64 lakhs youth volunteers, network of district offices in the all districts and union territories, cosmopolitan nature of affiliated organisations, infrastructural status of affiliated organisations, educational background of the office bearers of the affiliated youth organisations, the large network of self-help group, motivational level of youth clubs and reputation of Nehru Yuva Kendra.

31. Weaknesses of the institution includes lack of clarity on the target group, status of self-help group income level of the volunteers, less participation of women, concentration of employees and students, the drawback of affiliating already formed youth organisations, poor maintenance of records and registers by youth clubs, less mobilisation of program funds and co-ordinated programmes, shortage of staff, fund and lack of mobility.
tools are not scientifically prepared. There is not follow-up action for the tools. This limits the area performance appraisal in the organisation.

2) Potential appraisal: Performance appraisal should be based on potential and work done should be rewarded with incentive. The present practice of considering the quantity of work for promotion is not proper. There may be different working conditions in different areas. When two equally efficient persons are posted in two different areas, the person who gets more opportunity can perform well, when compared to the other person.

3) ‘Qualifying’ the quantum of work: There is no proper system to assess the different quantity of work being done by different persons. Instead of the quality of work, the quantity of the work is always considered.

4) Confidential Reports: An inefficient and corrupt superior may rank a corrupt subordinate as outstanding and an honest and sincere servant as ‘below average’. CR depends on the mindset of the superior officer about the concept of work, which may be different from officer to officer. These are the major problem with the confidential reports that needs rectification.
5) Sufficient Training: There is no sufficient training to youth clubs. Only 6.5% said that the statements not at all true,

6) Analysis of the skills: Analysis of the skills of youth and evaluation of the skill is not being done in NYK (only 23.5% have a totally different view)

7) Training in the required skill: There is no training in the required skill (17.7%) said that the statement is not at all true)

8) Motivation: There is no proper motivation in NYK (35% claimed that the statement is not at all true)

9) Counselling, feedback and performance coaching: There is no counselling, feedback or performance coaching in NYK (21.7% expressed an opposite opinion)

10) Effort to enhance HRD: There is no effort from the part of NYK to enhance the HRD of youth (25.3% said that the statement is ‘not at all true’).

6.2 Suggestions for Improving Services of NYK

1) The number of affiliated youth clubs may be restricted to the maximum of one club in a ward so that NYK will be able to supervise their activities.

2) Youth clubs and SHGs are two separate entities with distinct characteristics. So SHGs can be kept as sub-units of affiliated youth organisation. NYK need not give direct affiliation to SHGs and treat it on par with youth clubs.

3) At the panchayat level ‘nodal youth clubs’ can be formed. The best club in the panchayat can be given the title of nodal youth club.
4) There are number of very good youth clubs at the block level. The best youth club in the block can be bestowed with the title of ‘block nodal youth club’

5) At the other youth clubs that attains the status of panchayat level nodal youth clubs or block level nodal youth clubs by fulfilling the specified criteria can be given the title subsequently.

6) The present scheme of financial assistance to YDC, RSC, etc... may be stopped and the fund may be given to these clubs on recurring basis to do the same activities of the above schemes.

7) The per capita income of youth club leaders is very low. Efforts should be made to increase their per capita income.

8) To the voluntary posts of President, Secretary, Treasurer, etc... preference may be given to youths, who have sufficient time to spare and money for sustenance. Other wise, the youth clubs will not be benefited from the service of the volunteer.

9) In order increase the percentage of female membership, instead of affiliating more mahilasamajams, it is advisable to reserve 50% membership in youth
clubs to women in order to make the youth club eligible for affiliation with NYK.

10) The present practice of affiliating already formed and registered youth clubs is against the objectives of the Kendra. Hence it is suggested to keep a model bye-law according to the aims and objectives and direct the youth clubs to register in accordance with the model bye-law.

11) The major problems of youth clubs are their ignorance to maintain records and registers properly. In order to solve this problem, the Presidents, Secretaries and Treasurers of the newly affiliated youth clubs may be given only day compulsory training. The books can be issued by NYK after collecting the cost. A provision should be made in the rules and regulations of NYK, that all the office bearers should complete the training within three months after the election or else their affiliation will be automatically cancelled. For this NYK has to organise 6 one day training in a year on regular intervals.

12) In order to promote the construction of office building to youth clubs, a separate scheme may be introduced.
13) The feedback of regular programme is not very good. So NYK should strengthen the regular programmes by collecting feed backs and modifying the same. The state wise autonomy in selecting and implementing programmes can also be considered.

14) NYK should conduct at least one programme worth Rs.1000/- in every club once in a year.

15) Each club may be given a sustenance grant of Rs.1000/- per year. Panchayat level nodal clubs may be given an amount of Rs.2500/- and block level nodal clubs may be given an amount of Rs.5000/- every year as grant.

16) Better performing club can be given “programme award” is programmes in lieu of cash award.

17) Young bloods with management qualification may be incorporated into NYK hierarchy

18) A vigilance system to check and inspect the programme activities of every state may be introduced
19) Management specialists and HRD specialists may be involved in the planning and implementation of NYK programmes and activities.

20) The charitable societies Registration Act, 1860 has got so many limitations. The act needs immediate amendments to sent the present situation and control all the voluntary agencies.

6.2.1 General Suggestions Pertaining to HRD

1) Ian power planning at youth club level

NYK has got a youth force of 64 lakhs. But the institution could not entrusted with them the appropriate work. To carry out the work of any unit, each organisation needs personnel with the necessary qualification, skills, knowledge, work experience and attitude for work. The inventory of youth volunteers of the youth clubs needs to be segregated based on the eligibility criteria for a particular work of task and may be deputed for such kind of task

2) Activating youth clubs

a) The accomplishment of goal must be emphasised

b) Apply the principle of decision of labour and decentralised planning

c) Create group cohesiveness
d) Create a strong sense of belonging between Nehru Yuva Kendra and the youth club. Barriers between the leaders and the led should be broken down.

e) Membership should be checked and maintained properly.

f) Check and promote emergent leadership.

g) Entrust the task to perform and monitor periodically.

h) Maintain interaction with the clubs.

i) Check the satisfaction of the members.

3) Morale of the volunteers

Good morale of the volunteers is visible from their enthusiasm, voluntary conformance with instructions and willingness to co-operate with others in the accomplishment of the organisation’s objectives. The organisational structure, the nature of work, the level of satisfaction, the perception of self, etc... are to be improved to keep the volunteers with good morale.

4) Motivation of the youth club representation

Motivation is an inner state of mind that activates human behaviour into cherished results. There are many factors that motivate people. This includes money, a good working environment, challenging work and responsibility, personal accomplishment, praise for good work, the communication network,
opportunity for growth etc, etc... People may be motivated approximately to get maximum output.

5) Performance Appraisal

An HRD oriented performance appraisal is necessary in Nehru Yuva Kendra to assess the performance of NYK staff and youth clubs. Performance appraisal will help to understand the difficulties, strength and weakness, positive contributions etc... It will enable the youth clubs to accept more responsibilities and challenges, acquire new capabilities and plan for effective utilisation of their talents.

6) Potential appraisal and Development

Work enhancement of the youth club representatives should be done periodically. A growing organisation needs continuous review of its structure and systems creating new roles and assigning new responsibilities. In accordance with that capabilities to perform new roles and responsibilities must continuously be developed among the youth club members.

7) **Feedback and performance coaching**

This is done to help the youth clubs aware of their strength. This will help them to avoid situations in which one’s weakness could create problems. Guidance should also be given for improving performance capabilities.
8) Career Planning

Growth development and change in the working of youth clubs and the related activities of NYK and the role of youth club representatives should be discussed with them. This will increase their understanding and commitment. People perform better, when they feel twisted and see meaning in what they are doing.

9) Training

General and specific (work related) training are needed for the youth club leaders. It should be given after assessing the training need. The training given must be useful to them in their area of work.

10) Organisational Development

This includes periodic surveys to improve the organisational health, A psychological climate conducive to maximum output should be maintained. Non-co-operation, lack of involvement in programmes, interpersonal conflict, rigid attitude, etc... are some of the problems that affect organisational development.

11) Rewards

The work of the volunteers should be appreciated. Appropriate rewards not only recognise and motivate employees, but also spread the commitment of the organisation. It also encourages positive attitude and skills.
12) Welfare of the volunteers

Nobody cares about the welfare of the volunteers. Their service should be recognised and appreciated. In order to maintain their work commitment and motivation, NYK should provide some welfare benefits to the youth club workers.

13) Human Resource Information

The district offices are not maintaining the detailed inventory of the youth club members. A detailed and up to date data of all the members of the youth club should be maintained in the Nehru Yuva Kendra.

14) HRD Climate

The HRD climate includes General climate, OCTAPAC Culture, (which includes openness, confrontation, trust, autonomy, pro-activity, authenticity and collaboration) and HRD mechanisms. In order to create a general supportive climate NYK should develop good personnel policies and positive attitude towards development. An integrated approach with different HRD mechanisms is another urgent requirement. Performance appraisal, potential appraisal, career planning, rewards, feedback and counselling, training, employee welfare for quality work life, job rotation, etc... are some of the important mechanisms. NYK can seek the help of HRD consultants for creating an HRD climate in the organisation.
6.3 Suggestions for further research

The research throws light into new areas for exploration. Some are listed below for the consideration of researchers.

1) The working of NYK and Youth Clubs in other states

2) The structure, functioning, working condition and effectiveness of youth clubs

3) An institutional study of the NYK

4) The impact of the regular programmes of Nehru Yuva Kendra

5) The limitation of charitable societies Registration Act of 1860: Charitable Societies Registration Act of 1860, need amendments. Charitable Societies Act of 1860 regulates the formation and management of voluntary agencies. Due to many changes in the area of voluntary organisations and non-governmental organisations, the act has many limitations to control and manage them properly. So required new provisions may be included in the act so as to make it suitable and appropriate to control effectively all the affairs of the charitable societies.

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