3.1 Introduction

The chapter review the thirty seven research at the International, National and State level. The Research reviewed in this chapter are on the topics related to Human Resource, Development and Human Resource Index. This review helped us to know what is the scenario of the HRM, HRD and HRI in different region and in different industrial sector.

The review also provided the input for the design in the questionnaire and for planning data analysis. As the different research has different conclusion and findings, the common findings are the India needs to improve the HRD function.

3.2 Literature Review

The following research highlights the concept of Human Resource Development, Human Development Index, and Human Development in Marathwada Region.

1. Government of Maharashtra (1984), Report of the Fact Finding committee on Regional Imbalance in Maharashtra, Planning Department, Mumbai. In 1983, the Government of Maharashtra appointed a "Fact Finding Committee on Regional Imbalance in Maharashtra", under the Chairmanship of the eminent economist the Late Prof. V.M. Dandekar [Henceforth, FFC or Dandekar Committee]. The report of this committee was published by the Government in 1984. Again in 1992, the State Planning Board of the Government of Maharashtra appointed a Study Group under the Chairmanship
of B.A. Kulkarni to identify the "Backward Areas in Maharashtra State". This Study Group identified, by using 12 indicators of development, 17 districts in the state as "backward". Of these 17 backward districts, six districts belonged to Marathwada, 8 districts to Vidarbha and 3 districts to the Rest of Maharashtra region. In 1995, the Governor of Maharashtra, appointed, the "Indicators and Backlog Committee" to study the impact of the expenditure incurred by the Government for the removal backlog, estimated by the Dandekar Committee, between 1984-1994, on the three regions of the state. We shall discuss the reports of the Dandekar Committee (1984) and Indicators and Backlog Committee (1995) in greater details in the next section.

2. T.V Rao (1986) states that HRD is a process not merely a set of mechanisms and techniques. The mechanism and techniques such as performance appraisal, counseling, training and organization development interventions are used to facilitate, initiate and promote this process in a continuous way. Organization can facilitate this process of development by planning for it, by allocating organizational resources for the purpose, by exemplifying an HRD philosophy that values human being and promotes their development. The employee capabilities must continuously be acquired, sharpen and used. For this purpose an enabling organization culture is essential.

3. Abraham (1989) surveyed the HRD practices of 68 Indian organizations and measured various elements of the HRD profile of these organizations including performance management practices, training, career planning, promotions, rewards etc., and the HRD climate. Abraham constructed an index of growth of the company profitability as a measure of organizational performance. He found that the perception of the HRD climate of the company was more important than the HRD practice itself. His study
also indicates that **HRD** culture is a powerful intervening variable in translating **HRD** practices into profit

4. **Mahbub ul Haq; Amartya Sen (1990)**, in United Nations Development Programme, Human Development Reports (1990), point out that “Human development is a process of enlarging people's choices. In principle, these choices can be infinite and change over time. But at all levels of development, the three essential ones are for people to lead a long and healthy life, to acquire knowledge and to have access to resources needed for a decent standard of living. If these essential choices are not available, many other opportunities remain inaccessible.” The HDI had been defined as a simple arithmetic average of normalized indices in the dimensions of health, education and income

5. **Prabhu, K. Seeta and P.C. Sarker (1992)** in their research ‘Identification of Levels of Development of Districts in Maharashtra’, published in *Economic and Political Weekly*, Sept. 5, Mumbai. their research paper on "Identification of Levels of Development of the Districts in Maharashtra", using the data for 1985-86. The following important conclusions emerged from this study: (i) of the 29 districts in Maharashtra 11 districts had attained a "high level" of development; while 3 districts could attain "medium level", and the remaining 15 districts were identified as "backward" or at lower level of development". Most of these 15 districts belonged to the Marathwada and Vidarbha regions.

limited success of Maharashtra in ensuring the minimum levels of education and health levels for its population. Despite considerable progress, the average levels of attainment in the state are far below those achieved by Kerala. The historical bias of emphasis on higher level education and tertiary level facilities has not been corrected to the required extent in the period following the formation of the state. Sharp disparities continue to exist between rural and urban areas in terms of attainment levels. The traditionally neglected regions of Marathwada and Vidarbha continue to lag behind. The situation is compounded by the fact that neither social movements nor political parties have taken up the issue of education and health for the masses as an important item on their agenda.

7. K. J. Jithendran and Tom Baum (2000) in their study “Human Resources Development and Sustainability: The Case of Indian Tourism” stated that an important channel of HRD for tourism, especially with the shortcomings in the formal sector, has been the on-the-job training provided by the hospitality and travel sector. In the absence of any established training infrastructure in the early decades, recruitment of general graduates with communication skills and aptitude as trainees used to be the normal practice in the travel and tourism sector. Most of the senior personnel in the tours and travel sector are the products of this channel. This practice is still prevalent in many firms, which are skeptical about the quality and utility of personnel trained by the formal training institutions. In the hospitality sector, there has been well-established apprenticeship schemes, ranging from 6 months to 2 years, which address the inadequacies in supply to a limited extent. However, there is no recognition, through certification or link up to college based programmes, given to these channels.
As the above discussion indicates, HRD for tourism is still in its infancy and appears to require a more comprehensive and strategic approach, not only to make the industry more professional but to address issues such as the quantitative and qualitative shortages of trained personnel and the mismatch between demand and supply.

8. Human Development Report Maharashtra (2002) There are sharp disparities across regions, districts and between the urban and rural areas, between Mumbai and rest of Maharashtra in the attainments in education, health and nutrition. Marathwada districts are the most backward among all districts of Maharashtra and score low on the HDI.

Since the pattern of growth of income has implications for HDI, the growth of the secondary sector and rise in employment in non-agricultural enterprises are needed to further the structural changes. Also, economic growth has to be dispersed.

Significance of physical infrastructure cannot be underplayed. Access to amenities as well as social infrastructure in the form of schools and healthcare facilities are crucial to ensure their optimal use. Access to schools and health facilities emerged as important since average distance between villages is high in Maharashtra. So is the case with healthcare facilities.

9. Human Development Report Maharashtra (2002) analyse that The HDI using the UNDP methodology for the year 2000 highlights the backwardness of the districts of Marathwada and Vidarba, which gives the HDI value of 0.58 for the State. Only districts of Mumbai—both city and suburban—and Thane, as well as Raigad, Sindhudurg, Pune, Satara, Sangli, Kolhapur and Nagpur being above the State average. Significantly, Nagpur alone is from Vidarbha’s districts and none of the Marathwada districts, it may be noted, are in the list of above-the-State’s average attainment.
If western parts, including Konkan, are more developed than those on its eastern side, there are certain districts within the western region, which has their own backwardness. The tribal district of Dhule as well as Nandurbar has low values and ranking.

Nandurbar’s HDI value is a mere 0.28. Marathwada’s districts are the most backward among all districts of Maharashtra with values lower than the State average.

For Jalna, it is 0.27 and Aurangabad, with 0.57 comes barely close to the State average. None of the other Marathwada district has a value higher than 0.47. With regard to Vidarbha, it must be said none of them is above or on par with the State average with the exception of Nagpur which has a HDI value of 0.71 and amongst all districts, is ranked fifth. Amaravati and Wardha are relatively more developed of Vidarbha districts with HDI values of 0.50 and 0.49 and are ranked correspondingly at 15 and 16 respectively. Gadchiroli, despite being in the second quartile in terms of per capita district domestic product, has the lowest HDI value of 0.21, just a notch below Yavatmal’s 0.22.

10. Sangita Kamdar, Asoke Basak, (2005) “Beyond Human Development Index (HDI) -2006”, published in Economic & Political Weekly, Aug 20, 2005, the paper has observed:

_ The districts with better performance on the HDI and the HPI are Mumbai, Thane, Nagpur, Pune, Kolhapur, Sangli, Sindhudurg, Satara – which belong the western parts of the state except Nagpur.

_ The districts with lower ranks on both the HDI and the HPI are Parbhani, Buldhana, Yavatmal, Nanded, Jalna, Gadchiroli and Dhule – belong to the eastern part of the state except the tribal district of Dhule.
Wardha and Ratnagiri are districts which have middle order ranks on the HDI but have better performance with lower ranks on the HPI. The explanation to this may lie in the use of a different set of indicators for the construction of the HPI. Since income as represented by the per capita district domestic product has not been used in the HPI, these two districts which have middle order ranks on the indicator income fare better on the HPI.

Raigad, Ahmednagar and Aurangabad with higher ranks on the HDI but lower ranks on the HPI need serious consideration. This reflects distributional dimensions of development. It highlights intra-district disparities which have implications for equal access or equal opportunity to facilities and services.

11. **K.C.Gupta and Tej Singh (2005)** In their study “Human Resource Development in Financial Sector” pointed out that due to changing scenario of the banking system in the country, there is an urgent need for redefining and remodeling the strategies associated with HRD. Also points out that India banks need to give more attention to several dimensions of HRD as to match their performance with foreign banks. The study include sample of two banks i.e. Punjab National Bank (PNB) and Standard Chartered Bank (SCB)

12. **R Rani Geetha Priyadarshini* and R Venkatapathy (2005)**, in their article “Performance and HRD: A Study among Various Types of Banks” published in South Asian Journal of Management concludes that:

* The HRD practiced in the banks have a strong influence on their performance.
* Private Banks has placed low emphasis on HRD practice in their organizations, which may be due to lack of adequate orientation and resource allocation towards developing their human factor.

* Top Performing Banks have a higher extent ofHRD practice in their organizations, which influences the effectiveness of their organizations. Thus it could be concluded that high extent of HRD practice and better performance go hand in hand and vice versa.

The study also gives recommendation that:

* The Low Performing Banks must strengthen their HRD practices in order to improve their performance, since there are evidences that one is complimentary to the other.

* Traditional Private Banks and Nationalized Banks can train their employees in new technologies so as to compete with the Top Performing new generation banks.

* The Low Performing banks have to lay emphasis on designing key performance areas which can increase role clarity and enhance their performance.

* The managers of the banks should be helped to develop people oriented perspective and accountability for better management and utilization of human resources. The top management must instill team spirit and collaborative working in their organizations.

13. R. P. Kurulkar (2009), in their paper “The problem of regional disparities in Maharashtra state and the role of the regional development boards”, journal of Indian school of political economy, Jan-Dec. 2009 The problem of regional disparities exists at the international, national as well as at the state levels. This paper has made an attempt to study the problem of regional disparities in Maharashtra
State, with special reference to the Fact Finding Committee Report [1984] and the Indicators and Backlog Committee Report [1997]. Between 1984 and 1994, the data show that, the regional disparities, instead of reducing, have actually increased. To solve this problem, "accelerated development" of identified backward districts is suggested.

In the second part the paper discusses the role of the Regional Development Boards in Maharashtra, under Article 371(2) of the Constitution of India. Their functions and achievements during the period 1995-2010, are critically examined. To ensure minimum or equitable funds (as per cent of population) to backward areas in larger states (like Rajasthan, U.P., M.P., Orissa, etc.) the establishment of such regional boards, is suggested. This step may reduce regional disparities in these states to some extent.

14. **In the study Pooja Purang (2008)**

Was a survey research performed in five organizational on a total sample size of 247 middle level managers. The study hypothesized a positive relationship between the ten dimensions of HRD Climate and Organizational Commitment. The study shows that to improve the organizational commitment of managers, the focus should be given to the HRD Climate prevalent in the organization. Amongst the various aspects of HRD Climate focus should be placed on Career Planning, Appraisal mechanisms, Job Enrichment and Organization Development. If the employees perceive the climate positively it results in increased trust, loyalty and identification with the organizational goals and involvement in fulfilling them.
15. **HRD survey (2008),** conducted by Telecommunication Development Bureau (ITU-D), India Fifty per cent of the respondent organizations mentioned the primary role of the HR function as being strategic: i.e. helping to achieve the organization’s objectives. The analysis shows that managing change and organizational development are and will be important issues for HR professionals in participating organizations. Leadership development is one of the major challenges for today. Creativity and innovation are expected to play a larger role in the years to come.

Looking ahead, the three key issues expected to pose a challenge three years from now are managing change (32 per cent), organizational development (33 per cent), and creativity and innovation (31 per cent). To meet the above-mentioned challenges, participants foresee the need for training (87 per cent), learning the best practices (67 per cent), and use of HR measures (65 per cent).

Thirty-three per cent of the surveyed organizations spend from 1 per cent to 5 per cent of their annual payroll costs in the training their employees, 27 per cent spend from 6 per cent to 10 per cent and 40 per cent of the respondents do not possess figures in that regard.

The budgets allocated for training represent a high percentage of payroll costs, showing that most organizations are committed to staff development and view training as an investment, rather than a cost.

16. **Sangita Kamdar (2009),** in her research paper Regional Imbalances in Maharashtra: A Human Development Perspective”, published in Indian Journal of Human Development, Vol. 3, No. 2, 2009, observed that These regional disparities, which have been a historical legacy of the Maharashtra, have been carried further through the years due to political short-sightedness. The outcome
of the successful working of the sugar co-operatives with the dominance of the Maratha class, the commercial cities of Mumbai and Pune in western Maharashtra, and the consequent development of institutions of higher education in these regions has been that the western part of the state is more developed than the rest. The development of social sectors in the interior parts of Maharashtra also lagged behind because they did not have the benefit of either industrialization or reformers, who were mainly Brahmins belonging to the socially advantageous groups from the western parts of the state.

The persistence of regional disparities during the subsequent decades and its political ramifications prompted the Government of Maharashtra to appoint The Fact-finding Team under the chairmanship of V.M. Dandekar in 1984 (also known as the Dandekar Committee). This team was designated to examine the level of socioeconomic development of Maharashtra’s districts and estimate the backlog of districts in various spheres (Government of Maharashtra, 1984). The backlog in various spheres was found to be higher in Marathwada and Vidarbha as compared to western Maharashtra. Consequently, the cost of removal of backlog on a per capita basis was only Rs.357.88 for western Maharashtra, whereas for Marathwada and Vidarbha, the amount was more than double at Rs. 771.79 and Rs. 869.08, respectively (Government of Maharashtra, 1984).

17. Herrero, Martinez and Villar (2010) in their paper. “Improving the Measurement of Human Development.” Human Development Research Paper 12. UNDP–HDRO, discuss a number of problems with the old HDI and show how these shortcomings could be addressed, by switching to the geometric mean, incorporating the issue of inequality into the dimension of living standards, and changing indicators for the health and education dimensions.
Dr. S. Saraswathi (2010), in his study “Human Resources Development Climate: An Empirical Study” published in International Journal of Innovation, Management and Technology, Vol. 1, No. 2, June 2010 stated that the general HRD climate prevailing in the Software is good and average in manufacturing organizations. The important factors contributing highly to general climate in software organizations seems to be that the psychological climate in their respective organizations is very conducive to an employee who is interested in developing himself in acquiring new knowledge and skills; people in the organization are helpful to each other; and employees are very informal and do not hesitate to discuss their personal problems with their supervisors. The other dimensions contributing to general climate on which the organizations surveyed, scored better (percentage score more than 60). While in manufacturing organizations, the seniors guide their juniors and prepare them for future responsibilities and roles they are likely to take up (item 12) has scored excellent (with percentage 70). The other factors on which the manufacturing organizations surveyed scored good (a percentage score 60-70) included: development of subordinates; seniors interest to help subordinates learn their job and acquire competence; and people's help to each other. The dimensions like enjoyment of employees in performing their jobs; management’s belief about the importance and the treatment of human resources; manager’s belief about the development of people at any stage of their life; investment to ensure development of employees, employees feeling to discuss their personal problems with their supervisors; and conducive psychological climate in their organization, appeared to be at average level (percentage 50-60). The other impediment seems to be lack of personnel policies to facilitate employee development (mean value 2.96, percentage score 49). It is found from the study that the general climate in software organizations is better than the manufacturing organizations. The dimensions contributing to general climate in software organizations appeared to be better
i.e. percentage score more than 60, while in manufacturing organizations some dimensions scored better and other dimensions have been scored at average and below average level. Thus, it can be stated that the general climate prevailing in software organizations seems to be better than the manufacturing organizations.

19. UNDP Global Human Development Report (2010) The Real Wealth of Nations: Pathways to Human Development introduced a new index, the Inequality-adjusted HDI aimed at capturing the distributional dimensions of human development. Three dimensions of HDI i.e. income, education and health are adjusted for inequalities in attainments across people. Globally, India is ranked 119 out of 169 countries but loses 32 percent of its value when adjusted for inequalities. Amidst growing concern over these persistent inequalities, and in light of government emphasis on inclusive growth, this paper calculates the HDI and Inequality-adjusted HDI for states in India. The methodology adopted is similar to the approach of the HDR 2010 and data utilized from different rounds of the National Sample Survey on appropriate variables. To facilitate a cross-country comparison, the indices are normalized with reference to the goalposts outlined in the HDR 2010.

When ranked according to global goalposts, Kerala’s rank is 99 (between Philippines and the Republic of Moldova) whereas Orissa is ranked 133 (between Myanmar and Yemen). Amongst India’s states, Madhya Pradesh suffers the greatest loss of HDI due to inequality with 35.74 percent. Variations in IHDIs across states and a comparative analysis with global averages reveal that inequality in the distribution of human development is distinctly more pronounced in India than elsewhere. Further, loss resulting from inequality varies across dimensions and is highest in education (43 percent), followed by health and income. Loss resulting from inequality in
education is much higher than the global average of 28 percent and loss due to inequality in health is 34 percent, compared to the global average of 21 percent. The findings of this paper suggest that human development outcomes alone, without measurement of inequalities, may significantly mask the performance of individual states.

20. Dr.K.B.Kankure, Dr.M.P.Mankari, Dr.S.H.Gone(2011), in their paper “urbanization in Marathwada”, published in international referred research journal, February, 2011 vol-I issue 17 observed that urbanization is an indicator of the level of socio-economic development of a region. According to 2001 Census, Marathwada has about 24.58 percent urban population which lives in 57 urban centres. This urban population differs significantly from rural population in terms of occupations, socio-economic value systems, way of life was well as in the level of interaction. The level of urbanization in Marathwada is lower than those for Maharashtra and India. In the year 2001, the proportions of urban population to total population have been higher in Aurangabad and Parbhani districts than those for regional average.

21. Jeni Klugman, Francisco Rodríguez, and Hyung-Jin Choi, (2011), The HDI 2010: New Controversies, Old Critiques, Research Paper 2011/01, United Nations Development Programme Human Development Reports Research Paper. This paper has outlined the contributions of the HDI to thinking about development, surveyed the criticisms of the old HDI and explained how the new HDI has addressed these criticisms. We have shown how the arguments presented in the 2010 HDR offer ground to rethink some of the old criticisms, particularly those that referred to the presumed redundancy of the HDI with respect to other measures of development, and offer new avenues for enhancing public debate on the component dimensions. We have also argued
that some of the criticisms of the new functional form stem from a basic misunderstanding of the conceptual basis for the HDI.

There is still substantial room for progress in the measurement of human development. The 2010 HDR made a significant move away from the idea that the ideal measure of human development must cover only the three core dimensions, and presented three new measures that take into account different aspects of the distribution of human development. In addition, it also published in its website a feature that allows users to “build your own development index.” This feature allows users to build an alternative HDI using any of nine potential dimensions: in addition to the 3 core dimensions, users can choose indicators in the areas of inequality, poverty, gender, sustainability, human security and empowerment. They can also choose from a number of indicators for each dimension, varying the weights both within and between dimensions, as well as upload their own data. The introduction of this feature constitutes a significant departure from the traditional vision of the HDI in which the weights are objectively set by the authors of the Report. The HDI is rather conceived as one of a multitude of potential measures, where the weights and measures used should be subject to open public debate. HDRO takes the role of participant and enabler of this debate, but not of ultimate arbiter. Yet, the measurement of sustainability and empowerment remains significantly underdeveloped, and require closer consideration and analysis from a capabilities perspective.

Further careful analysis is also required to inform us of how to deal with the consequences of data problems for the HDI results. This was illustrated in section 5 with reference to the case of Zimbabwe, whose absolute HDI value, as well as the trade-offs implicit in the index, are almost certainly distorted by problems in adequately measuring its GDP. Accurately dealing with these issues may require the production of alternate estimates of
GDP that can make some imputation for non-market production, or of a suitable compensatory adjustment in the lower bounds of the index.

Most importantly, the 2010 HDR has stressed the fact that the HDI is not and was never intended to be an overarching definitive measure of development. By design, the HDI is a partial measure that uses imperfect indicators and that attempts to provide a broad vision of the advance of countries in furthering capabilities. As emphasized by HDRO through its introduction of online tools that allow users to construct different indices and vary the dimensions, indicators and weights, the HDI should be understood as the starting point of a conversation about what we mean by development, rather than as its endpoint.

22. Zambrano (2011) in his paper “Measuring HDI Measurements: Why the New Model Works Best.” Retrieved from http://hdr.undp.org/en/humandev/lets-talk-hdi/2011-02/, provides an axiomatic characterization of the new HDI. He shows that a number of desirable axioms are satisfied, namely monotonicity (that the index should increase in all capabilities), subsistence (that there is no trade-off between any of the dimensions when people are at the lowest level of attainment), independence (that improvements in two dimensions that increase the index cannot cause deterioration in the index at other levels of the third dimension) and basal growth (the extra income needed to generate an increase in capabilities is proportional to the initial level of income). It concludes that “….The new methodology chosen by the HDRO in 2010 is a vast improvement over both the old formulation and the numerous alternatives that at one point or another have made it to the drawing board.”
23. M. Srimannarayana (2011), in his study “Human Resources Development Climate in India”, published in The Indian Journal of Industrial Relations, collected information from 1905 employees working in 42 organizations covering manufacturing, service and IT sectors in India forms the basis for the study. It was found that the HRD climate prevailing in the organizations in India was only moderate. In comparison, the HRD climate in manufacturing sector was better than in the service sector. The analysis leads to the conclusion that moderate HRD climate was prevailing in the organisations in India. Category wise, it is observed that that OCTAPAC culture was more prevalent than HRD mechanisms and general HRD climate. A comparative analysis reveals that the organisations in manufacturing sector could provide better HRD climate than service and IT sector organisations. A comparative analysis of the earlier study and the present study leads to the conclusion that overall HRD climate in India has improved marginally over a period of time. The general indifference on the part of employees to their own development and a good deal of lip sympathy and intellectual positivism to HRD but no emotional investment continue to contribute to this situation. The top managements in the respective organisations might therefore adopt human resource practices by investing a considerable part of their time and other resources to ensure the development of employees.

24. Jeni Klugman, Francisco Rodríguez, and Hyung-Jin Choi, (2011) ”Human Development Research Paper 2011/01-The HDI 2010: New Controversies, Old Critiques”. This paper has outlined the contributions of the HDI to thinking about development, surveyed the criticisms of the old HDI and explained how the new HDI has addressed these criticisms. We have shown how the arguments presented in the 2010 HDR offer ground to rethink some of the old criticisms, particularly those that referred to the
presumed redundancy of the HDI with respect to other measures of development, and offer new avenues for enhancing public debate on the component dimensions. We have also argued that some of the criticisms of the new functional form stem from a basic misunderstanding of the conceptual basis for the HDI.

There is still substantial room for progress in the measurement of human development. The 2010 HDR made a significant move away from the idea that the ideal measure of human development must cover only the three core dimensions, and presented three new measures that take into account different aspects of the distribution of human development. In addition, it also published in its website a feature that allows users to “build your own development index.” This feature allows users to build an alternative HDI using any of nine potential dimensions: in addition to the 3 core dimensions, users can choose indicators in the areas of inequality, poverty, gender, sustainability, human security and empowerment. They can also choose from a number of indicators for each dimension, varying the weights both within and between dimensions, as well as upload their own data. This paper has outlined the contributions of the HDI to thinking about development, surveyed the criticisms of the old HDI and explained how the new HDI has addressed these criticisms.

We have shown how the arguments presented in the 2010 HDR offer ground to rethink some of the old criticisms, particularly those that referred to the presumed redundancy of the HDI with respect to other measures of development, and offer new avenues for enhancing public debate on the component dimensions. We have also argued that some of the criticisms of the new functional form stem from a basic misunderstanding of the conceptual basis for the HDI.
There is still substantial room for progress in the measurement of human development. The 2010 HDR made a significant move away from the idea that the ideal measure of human development must cover only the three core dimensions, and presented three new measures that take into account different aspects of the distribution of human development. In addition, it also published in its website a feature that allows users to “build your own development index.” This feature allows users to build an alternative HDI using any of nine potential dimensions: in addition to the 3 core dimensions, users can choose indicators in the areas of inequality, poverty, gender, sustainability, human security and empowerment. They can also choose from a number of indicators for each dimension, varying the weights both within and between dimensions, as well as upload their own data.

25. Izete Bagolin (2011), Human Development Index (HDI) - A poor representation to Human Development Approach”, states that the evolution, criticism and confrontations of HDI with other indicators and information available permit us to conclude that HDI is an evolution in relation to previous one-dimensional indicators. However, it still does not reflect proper human development. The main proposition, in which Human Development is based, especially the ones related to the promotion of people’s capability to act and live as full human beings are not contemplated and/or measured.

The weakness of the HDI can be seen in all block of variables, such as education, longevity and income. At the same time, it seems reasonable to agree that HDI is useful as a deprivation measure at a very aggregate level. But, the overvaluation and enthusiastic uses of the index as a public policy guide can be biased and dangerous. Broad indexes such as IDESE, can easily show the sensitivity of few more variable inclusion.
Just to conclude as an example. An important point to note here is that in our “model” example 82.44% of people in working age are out of the formal labour market without the chance to get a kind of “protected” job. It can represent a danger to the future sustainability of the development. Problems can come from both, individual and government level. For example people are not taking advantage of the benefits that come with a formal job like health assistance, the retirement perspective, unemployment benefits and so forth. On the government side, taxes are not being collected and the resources to invest and to pay for public services are diminishing.

26. Baliram D. Undre (2011), problems of organized industrial workers in marathawada region, International Referred Research Journal, April, 2011 ISSN-0975-3486 RNI: RAJBIL 2009/30097 VOL-II *ISSUE 19, globalization era showed the increase in closed factory units in Marathwada as well as in Aurangabad industry. Industrial workers are facing various problems, for example, low wage rates, poor worker welfare policies, low emphasis on the human resource development.

27. Ajay Solkhe, Dr. Nirmala Chaudhary (2011), HRD Climate and Job Satisfaction: An Empirical Investigation published in International Journal of Computing and Business Research, Volume 2 Issue 2 May 2011. Early identification of human resource potential and development of their skill represent two major tasks of human resource development. This can only be achieved when conducive HRD Climate prevails. Thus on the whole, the researcher finds the existence of good HRD Climate in the organization according to the perceptions of managers sought through the scale constructed for measuring the same. The managers in general showed a favourable attitude towards HRD Policies and practices of the organization. They were satisfied with the developmental policies of the
The top management’s commitment should be increased towards learning & potential development of its human resources in all its endeavours. The mean score of the items dealing with these aspects were 2.66, 2.97 and 2.95 which are below average.

Management should also draw its attention towards bringing reforms in the Promotion policy (2.66) as well as the welfare practices of the organization (2.88), as the mean score is quite below average on these two HRD mechanisms.

In general psychological climate in the organization should be improved and efforts should be initiated to make it conducive to the development of employees. Besides, there is an urgent need for restructuring the various personnel policies in the organization. Sound personnel policies that show high concern for employees and emphasis equity and objectivity in appraisals would go a long way in creating a better HRD Climate in the organization. The management should also take a good look at the existing HRD mechanisms and explore the possibilities of introducing new ones.
On account of satisfaction level of managers certain improvements derives the attention the organization needs to improve the working conditions, needs to revise the compensation packages as per the industry standards, career opportunities should be pointed out to employees, company policies should be conveyed in a simplified manner and its interpretation should be checked through feedback mechanisms as the mean scores was low in these categories respectively (2.36, 2.91, 2.95 and 2.84)

28. **Educational Development Index Maharashtra report (2011-12) finds that** Only three districts Wardha, Ratnagiri and Sindhudurg have all indexes in good category, while four districts Gadchiroli, Parbhani, Nashik and Ahmadnagar have all four types of categories. Status of district varies from area to area, i.e. the district could be good in one area but may be performing poor or below average in other areas. Ratnagiri is top ranked district in educational development while Nandurbar is bottom ranked district. Focus is required on Nandurbar, Ahmadnagar, Parbhani, Nanded, Gadchiroli and Bid districts in educational development.

29. **M. Srimannarayana (2012)** Human Resources Development Climate in India, The study was aimed at assessing the extent of human resources development (HRD) climate prevailing in Indian organizations. The information collected from 1905 employees working in 42 organizations covering manufacturing, service and IT sectors in India forms the basis for the study.

It was found that the HRD climate prevailing in the organisations in India was only moderate. In comparison, the HRD climate in manufacturing sector was better than in the service sector.

On the whole, putting together all the three sectors of business, it seems that moderate HRD climate was prevailing in the organisations understudy (59.61%). The most important factors contributing to this situation seems to
be: job rotation that is not much helpful for employee development; indifference on the part of employees to find out their strengths and weaknesses from others and make use of them for their development; dissatisfaction of the employees on the basis of promotion decisions; lack of readiness on the part of the top management to invest considerable part of time and resources for employee development; personnel policies; and lack of enough information to employees on career opportunities in organisations. On the positive side, the study found that people in the organisations understudy are helpful to each other; juniors see opportunity for development when seniors delegate authority to them; employees learn seriously from training programmes whenever they are nominated; top management’s belief about the importance of human resources and team spirit prevailing among employees. When compared to the results of the earlier study (1986) conducted in India on the HRD climate with those of the present study, it is found that the overall HRD climate in India has improved from 54% to 59.61%. There are some similarities in the findings of the present and the earlier studies.

30. Human Development Report Maharashtra (2012) analyze that human development in Maharashtra has improved over time. Between 2001 and 2011, the aggregate HDIs show an improvement across districts. Consistent with the profiles presented above, human development is also positively skewed in its distribution across districts in both the years of 2001 and 2011. This implies that there are few districts with higher HDI values. The positive skewness is decreased marginally in 2011. The range between the extreme HDI values has not changed much. Thus the disparity in HDI among the progressive and backward districts persists. Progress in general seems to have been greater at the lower end than at the higher end of districts when ranked by the HDI.
Thus the districts of Nandurbar, Gadchiroli, Jalna, Hingoli and Washim show greater improvement in the HDI values than progressive districts such as Pune, Mumbai, Thane and Kolhapur. There is hardly any substantial change in the relative human development status of districts; rather, there are only some marginal changes in ranks over the two time periods considered, which is evident from the following:

1. Arranged in terms of the HDI, Gadchiroli and Nandurbar maintain the lowest HDI values in both 2001 and 2011.
2. The districts of Nandurbar, Gadchiroli, Jalna, Hingoli, Nanded, Washim and Dhule remain in the low human development quartile in both the years, despite showing improvements in HDI values over 2001–11.
3. At the other extreme, Mumbai, followed by Pune, Thane, Nagpur, Kolhapur, Raigarh, Sindhudurg and Sangali showcase very high HDI values for both years, staying in the very high human development quartile.

The movements across HDI quartiles also reflect that despite all districts showing improvements, there are some districts that have performed relatively better, and others that have not managed to perform as well and may have moved down in relative quartile positioning, although they have shown a positive change. Districts that have improved their relative HDI categorization include:

1. Nashik from the high to the very high HDI quartile.
2. Solapur and Jalgaon from the medium to the high human development quartile.
3. Buldhana and Parbhani from the low to the medium human development quartile.
31. **Amruta Khairnar and Joy Sen (2013)**, in their study *Planning for Minimization of Socioeconomic Inequalities within Vidarbha Region, Maharashtra, India*, World Academy of Science, Engineering and Technology (Vol:7 2013-03-29), finds that there is inequality among the different districts in the Maharashtra. In Maharashtra, 19 districts showed HDI less than the state average. Out of those districts most of the districts are belonged to the Vidarbha region. This region is completely neglected, unlike the Western and some of the South-Western districts, which get the Lion’s share of State funding and attention.

32. **Srinibash Dash, J. Mohapatra & Lipika Lipi Bhuyan (2013)**, in their study *a correlation of HRD climate with job satisfaction of employees: an empirical investigation on MCL, Burla, Sambalpur, Odisha* published in International Journal of Research in Business, Management (IJRBM), Vol. 1, Issue 2, July 2013, 11-26. The study highlights the strengths and weaknesses of the HRD climate and job satisfaction of employees. The study (major highlights mentioned below) has provided useful inputs to the management to restructure its HRD functions and build a strong organization through employee’s job satisfaction. Thus on the whole, the researcher finds the existence of medium to good HRD Climate in the organization according to the perceptions of employees which has been proved using their individual mean value through the scale constructed for measuring the same. The top management and line manager in general showed a favorable attitude towards HRD Policies and practices of the organization. They were over all satisfied with the developmental policies of the top management as well as contented with their work and the organization as a whole i.e. level of job satisfaction was also good which has been proved using their respective mean, standard deviation values. Most importantly the researchers have attempted to explore
the relationship of HRD Climate and Job Satisfaction of employees in MCL, Burla. It was concluded that there is a positive significant relationship exists between HRDC and its components whereas the finding revealed that there is negative significant relationship exists between JS and HRDC which has been proved using correlation analysis. That means any positive change in HRD Climate and its components may not bring about positive changes’ in Job Satisfaction or vice versa.

33. National Skill Development Corporation (NSDC) (2013) report on District wise skill gap study for the State of Maharashtra, finds that While the State is on the path of development and has also been taking several initiatives for skill development, there are certain developmental concerns which need attention. Based on our primary survey, we have identified the key concerns facing the State today.

Inequitable development: The State’s economic dividend has not originated equally from all the districts and sub-districts. Some of the districts have high penetration of naxal activity, while some are prominent tribal areas. These kinds of places have not seen much economic growth and lack in terms of availability of education and skilling infrastructure as well. Thus, the State is faced with the challenge of creating equitable and sustainable development for all.

Better incentives offered by other States: The stakeholders’ discussions revealed that many industries are preferring to close down their industrial units in Maharashtra and move to other States (such as Gujarat), where they feel that the incentives are better, taxes are lower and infrastructure availability is also better. In addition, the increasing cost of real estate in prominent cities of Maharashtra such as Mumbai and Thane is also adding to the problem.
Naxalism: Districts such as Gadchiroli, Gondia, Chandrapur, Bhandara, Yavatmal and Nanded are some of the naxal affected districts in Maharashtra. Due to these naxal activities, the development and progress of these districts has been affected to a certain extent. Industries are not willing to take a chance and set up shop in these districts. Skilled manpower also shows the unwillingness to move to such districts for work.

34.A. Jayakumar(2014), in his study Human Resource Development Climate in Private and Public Banks in, India published in IJAMBU Volume 2 Issue 1Jan-Mar 2014, This study is carry out to know the developmental environment climate in Salem based Public and Private banking organization. It also scrutinize the differences between the Salem based Private and Public banking with respect to their practices in Developmental Climate along with the three dimensions of HRDC. The data is collected through a structured and self administered 38-item Human Resource Development Climate (HRDC) questionnaire developed by Rao and Abraham (1986) to survey the extent to which development climate exists in organizations. The numbers of the respondents were 550 and they were chosen from different categories of work level. The questionnaire deliberately assessed the General Climate, HRD Mechanisms and OCTAPAC (Openness, Confrontation, Trust, Autonomy, Pro-action, Authenticity and Collaboration) within the two banking sector. According to the findings, the prevailing HRDC within both banks is congenial. However, results show that the developmental climate in the Private Banks is more favorable than that of the public banks.

This study exhibits that generally there is a good existence of HRD Climate in the organization according to the perceptions of the respondents. An organization can create a positive and synergic effect by positioning its
environment. The employees in general showed a favorable attitude towards HRD Policies and practices of the organizations. It’s in the hands of top management to enhance the HRD systems and climate of the banks. However, it should be noted that the existing developmental climate within the public banks are not as favorable as that the private banks. Moreover, it is believed that private banks are pushed to follow HRD mechanisms because of the customers for whom they are serving and profiting, the segment that they are targeting. On the one hand, private banks are educating both employees and customers with a new type of climate. At the same time, customers encountered some difficulties with the public banks. Now it’s a time to move on for the public banks to adopt certain mechanisms followed by the private banks and some new systems.

35. Sacchidananda Mukherjee, Debasish Chakraborty, and Satadru Sikdar (2014). In their research paper “Three Decades of Human Development across Indian States: Inclusive Growth or Perpetual Disparity?” attempts to observe the Human Development achievements for 28 Indian States over the last three decades and analyze their influence on growth patterns. The methodology adopted in the National Human Development Report 2001 has been applied for constructing the Human Development Index (Human Development) in the current analysis, and the indices for rural and urban areas within each State are calculated separately. The results indicate importance of State-specific Human Development path and also the presence of high rural–urban disparity. And conclude that The linear association between Economic Growth and Human Development, holds important policy implications. As reported earlier, the existence of vicious or virtuous cycles becomes clear from this relationship. Although the Indian economy has witnessed a structural transformation with growing prominence of the service sector in the GDP, the same has been constrained by the fact that potentials in two major components of Human Development, namely - health and
education sector, is still not fully harnessed. Once the Human Development challenges faced by the economically backward States are adequately met, the healthy and educated population will be able to contribute more significantly in the Economic Growth process in a more productive manner. Such growth will not be limited to the service sector but also spread to the agricultural and manufacturing segment as well. Therefore, the positive relationship noticed between Economic Growth and Human Development is heartening, but the continuation of several States at the bottom (e.g. UP, Bihar, Madhya Pradesh, Chhattisgarh etc.) as well as persisting rural-urban disparities, deserve specific policy actions so as to remove any adverse effects caused by the existing vicious cycles there. Otherwise, a classic low-level equilibrium trap would prevail across the States characterized by low and stable Economic Growth-Human Development combinations.

Firstly, the policymakers need to ensure greater effectiveness of the existing social sector schemes on the Human Development formation process. Leakage in the schemes in terms of reaching out to the target groups is often noted, which must be avoided. Secondly, level of governance mechanism needs to be bettered by channelizing efficient utilization of allocated funds. For instance, while per capita developmental expenditure is higher in Andhra Pradesh and Chhattisgarh vis-à-vis UP, these States have performed quite differently (Mukherjee and Chakraborty, forthcoming). For instance, Andhra Pradesh has improved its Human Development position to some extent, while the performance of Chhattisgarh has not been so impressive during 2004-05 to 2009-10. Thirdly, rural-urban disparity within a State needs to be improved. For instance, Chhattisgarh has improved its Human Development performance in the urban belt in the recent period, but the rural areas still remain among the laggards both in terms of Economic Growth And Human Development, which causes instability and insurgencies and hence contributes to continuation of low Economic Growth. Unless the States are able to create a balanced Human
Development atmosphere, benefits of positive Economic Growth-Human Development growth spiral will not be fully realized. Fourthly, the States need to realize the importance of the Economic Growth process not only in isolation, but also as a means for securing a higher fiscal base through taxation, which provides them more options for financing Human Development-related initiatives. However, low per capita income States, who are having larger outstanding debt vis-à-vis their high and middle income counterparts, are more likely to experience eroded fiscal space as a major part of their revenue would be utilized for debt-financing (Chakraborty et al., 2009). Finally, although several centrally sponsored schemes exist for augmenting the Human Development-Economic Growth evolutionary process, it has been noted that transferred funds under centrally sponsored schemes to States may turn out to be regressive. The States need to be cautious about this unintended outcome and try to efficiently utilize their own initiatives. Finally, the positive relationship between per capita developmental expenditure and Human Development suggests that states will have to ensure greater budgetary devolution towards Human Development initiatives as well as securing efficient utilization of the allocated funds so as to extract maximum benefits from such initiatives. In addition to the publicly funded initiatives, the low HUMAN DEVELOPMENT base of laggard States demands intense private participation in these areas, either through stand-alone model or through public-private partnerships (PPP). Only then the States will be able to continue on a long-term sustainable development path. Therefore, careful policy choice and governance delivery will be instrumental for transforming the States both on the Economic Growth as well as on Human Development front.

36. Human Development Report (UNDP)2013 The Rise of the South: Human Progress in a Diverse World finds that The 21st century transformation of the South has been accompanied by major advances in public health, education, transportation, telecommunications and civic
engagement in national governance. The human development consequences have been profound: the proportion of people living in extreme poverty fell from 43.1% in 1990 to 22.4% in 2008; more than 500 million people have been lifted out of poverty in China alone. Countries at low levels of human development accelerated their achievements in health, education and income more in the past decade than in the preceding one. The number of countries with a Human Development Index (HDI) value below the 25th percentile in 1990 dropped from 33 to 30 between 1990 and 2000 and was halved from 30 to 15 between 2000 and 2012 (figure 1). At the upper end of the distribution, the number of countries with an HDI value above the 75th percentile rose from 33 to 43 between 1990 and 2000 and from 43 to 59 between 2000 and 2012. The picture is more mixed in the middle quartiles of the HDI. Overall, no country had a lower HDI value in 2012 than in 2000, in contrast to the prior decade, when 18 countries had a lower HDI value in 2000 than in 1990. Between 1990 and 2012, almost all countries improved their human development status. Of 132 countries with a complete data series, only 2 had a lower HDI value in 2012 than in 1990 (Lesotho and Zimbabwe). Progress was particularly rapid in more than 40 countries of the South, whose increases in HDI value were significantly larger than predicted for countries that were at a similar level of HDI value in 1990. 6 This includes countries as diverse as Ghana, Rwanda and Uganda in Sub-Saharan Africa; Bangladesh and India in South Asia; Tunisia in the Arab States; China, Lao PDR and Viet Nam in East Asia and the Pacific; and Brazil, Chile and Mexico in Latin America and the Caribbean.

The conceptual and empirical work relevant to the question of firm-level linkage between HRM and organizational performance in the Indian context has not progressed much. Indeed, in order to provide a convincing explanation of the association between HRM and organizational performance in the Indian context we need to improve our theoretical and analytic frameworks in three key areas. These are the nature of HRM, and especially the rationale for the specific lists of HR practices; the nature of organizational performance; and the linkage between HRM and performance. In this paper we focus on the last linkage. We attempt to synthesize and organize concepts from SHRM literature into a more coherent and relevant framework for the Indian context. A comprehensive model is developed on these lines within which to explore these linkages. A number of specific, testable propositions are derived from the model to guide empirical work. Tiwari and Saxena discuss a framework that indicates how external and internal factors affect HRM practices which in turn generate certain benefits for the organization and ultimately lead to overall corporate performance. The authors list some “innovative” HR practices being followed by seven selected companies, namely J K Lakshmi Cement, Grasim Industries Ltd, Tata AIG General Insurance Co Ltd, Maruti Udyog Limited (MUL), HCL Technologies Ltd., LG India and Pantaloons (India) Ltd. Noting that these companies are performing “well” in their sectors, they attribute their success to these so-called “innovative” HR practices and conjecture that the latter must have helped in building image of the company in the minds of the employees and hence contributed to their respective “good” business performance. Anil K Singh took a sample of 95 respondents from two private sector organizations in India and reported positive correlations between HRM practices and variables of organizational culture.

However, we must go beyond simplistic views and conjectures and delve deeper into the exact transmission mechanism or model linking HR
practices and firm performance in the Indian context. An HR system, existing in any cultural context, is likely to contribute to competitive success when it is introduced as an integrated package (or bundle of practices) and fits into the context of the organization concerned. The ‘internal fit’ concept is particularly salient here when we examine the organizational processes leading to good firm performance [24] in the Indian context. One needs to examine closely the missing links between HR practices and performance. What intervening process factors are at work here.