Chapter- VII
Conclusion and Suggestions

7.1 Findings
1. Hypotheses Testing

1. First hypothesis is accepted we can conclude that There is improper use of available Human Resource in Marathwada
2. Second Hypothesis is accepted and we can conclude that there is lack of management and development of human resource in Marathwada region
3. Third Hypothesis is also accepted and we can conclude that Human Development Index of Marathwada region is low compared to other regions in Maharashtra state

2. Human Resource Index of the Marathwada Region

- Human Resource Index of the Marathwada Region 0.67 in year 2011 which is less compared to the Maharashtra Average i.e 0.72
- Human Development Index of Aurangabad is high i.e 0.728 compared to other districts of the Marathwada due to industrial development and better education index.
- Marathwada region having more districts come under low category of HDI compare to any other regions in the Maharashtra. Hingoli, Jalna and Nanded belong to the low HDI quartile for all the three human development dimensions in 2001 and 2012.
- If we compare the HDI of the different districts of the Marathwada for the year 2001 and 2012. District Like Jalna shown the great improvement compare to other districts. Even Aurangabad comes in high HDI category, shown the marginal improvement in the HDI
- Education index of the Latur is highest among all districts, and lowest of Hingoli
- The education index of Latur is high due to the high Gross Enrollment Ration.
- Jalna and Hingoli shown improvement in education index from 2001 to 2011, but still lowest among all districts.
- There are marginal changes in the ISR index of all districts of the Marathwada. There are negligible difference in ISR among all the districts.
- There is good improvement in income index of almost all districts. The increase in the income index of Aurangabad and Prabhani is good.
- The income index make the HDI of Aurangabad is high among all the district.
- Districts like Latur and Osmanabad scores low in Income Index.
- Low human development districts (as reflected by their low HDIs) including Hingoli, Osmanabad show poor performance for all the four indicators (total literacy, GER, income and infant survival) on the radar charts.
- On the other hand, high human development districts such as Aurangabad show better performance than the state on all the four indicators.
- Around 50% of the population in the districts of Marathwada is in working-age group (15 to 59 years), but in most of the districts less than 40% is actually working i.e. work participation rate.

If we compare the working age population and work participation rate of each district with the Maharashtra State we can conclude that the There is improper use of available Human Resource in Marathwada.
3. Human Resource Development in Industries of Marathwada Region

- Human Resource Development in Industries of Marathwada Region is not effective as it scored mean 2.70
- The HRD climate in the industries of Marathwada Region is not satisfactory as it scored mean 2.79. The management believes in HRD but fails to implement HRD practices
- Organizations conduct the performance appraisal periodically also effectively communicate the performance to the employees. But still performance appraisal is not effective as it scores mean 2.61.
- Training Function is not satisfactory as mean scored by training and development function in the industries in Marathwada is below 3.00.
- Mean scored for career development and counseling system in the industries in Marathwada is just 2.60. This indicates that the system is not effective
- Performance Appraisal, career development and counseling system scored just 2.60 mean. Thus indicates that the Organizations in the Marathwada does not have effective system which gives analyze the performance of the employees and help them to develop their career
- Mean scored for Employee Motivation and learning in the industries in Marathwada system in the industries in Marathwada is just 2.81, this indicates that the system is not effective. But Employee Motivation and Learning practices score highest mean compared to other practices like HRD climate, training and development, performance appraisal and Career Development. This indicates that organizations in Marathwada give more importance to employee motivation.
4. Human Resource Development in different industrial sectors of Marathwada Region

- HRD climate of the Pharmaceutical industries are better compared to other industrial sectors whereas the HRD climate of the engineering industry is weak compared to other industrial sectors.

- Training and Development function of Pharmaceutical industries are effective compared to other industrial sectors whereas Training and Development function of the engineering industry is weak compared to other industries.

- Performance Appraisal system of Pharmaceutical industries are effective compared to other industrial sectors whereas Performance Appraisal system of the manufacturing of rubber and plastic is weak compared to other industries.

- Career Development and Counseling system of food and beverage industry are effective compared to other industrial sectors whereas Career Development and Counseling system of the Engineering Industry is weak compared to other industries.

- Employee Motivation and learning system of food and beverage industry are effective compared to other industrial sectors whereas employee Motivation and learning system of the Engineering Industry is weak compared to other industries.
5. Strengths of the HRD in industrial sector in Marathwada

- Most of the organizations have separate HRD function.
- Employees feel that Human Resource Development is important for job satisfaction and motivation.
- Organizations conduct the periodic performance appraisal for the employees.
- Organizations communicate performance analysis to each employee by arranging performance review sessions.
- Organizations give adequate importance to employee training.
- Organizations conduct a formal induction program for each new recruit.
- Organizations periodical conduct counseling session for the employees.
- Employees are not afraid to express or discuss their feelings with their superiors.
- Organizations provide training support for career development of the employees.
- HRD philosophy of organizations is linked with the goals and strategies of the organizations.
- Pharmaceutical sector has better HRD practices compared to other sectors in the region, that could be one of the reason for the growth of this sector in the region.
6. Weaknesses of the HRD in industrial sector in Marathwada

- Organizations do not have innovation in HRD therefore do not experiment with new HRD methods periodically.
- The top management of this organization failed to make efforts to identify and utilize the potential of employees.
- Individuals and groups are not involved in making decisions that affect their work.
- Performance Appraisal system in organizations is not development oriented.
- Performance Appraisal system is not free from bias and prejudices.
- Most of the Organization do not prepare the development plan for the employees on the input given by performance appraisal system
- Very few organizations have employee participation in the appraisal process
- Organizations do not assess training needs effectively to provide the training to the employees
- There is lack of motivation of employees towards the training and development
- Training program organized by organizations do not meets expectation of the employees completely.
- Organization do not Provide adequate support and motivation to implement new ideas and methods acquired by employees during training.
- Most of the Organizations do not conduct individual assessments of abilities, interests, career needs, and goals for developing career path for the employee.
- Organizations are poor in communicating the information about career options and opportunities with the employees.
• Most of the Organizations do not have Job-rotation policy to facilitate employee development.
• Organizations do not conduct career counseling to set realistic goals and plan for their attainment.
• Organization do not keep track of the innovative and outstanding work done by line managers and using it for spreading the learning.
• Lack of Team spirit is of high order in the organizations
• Most of the Organizations do not offer an extremely flexible performance based compensation and benefits package, for employee motivation.
• Performance Appraisal and Career development are the weakest HRD practices in the organizations in the Marathwada region
• HRD practices in Engineering Industries are weak compare to the other sectors in the region

7.2 Suggestions

7.2.1 To improve the Human Development Index (HDI) of Marathwada Region, the following suggestions are given.

1. Emphasis on the employment opportunity specially in agriculture sector

   The premier issue that arises from the HDI analysis is that the district-specific policies need to be evolved in order to explore each district’s potential for enhancing its income.

   Working through feedback loops, gainful employment of individuals leads to better access to food and nutrition and therefore health, and promotes participation in education, for all members of the working individual’s household. Hence the availability of employment opportunities is important, not only for economic well-being, but also for enhancing human capabilities.
The Analysis shows that the Marathwada is mostly depends on the agriculture sector. Thus more emphasis should be given on the development of the agriculture sector and agro based industries.

The investment should be linked with this sector so that agriculture sector should be branded. The training should be give to the farmers to face environmental uncertainties.

1. Alleviate disparities

Population norm based shortfalls in the provisioning of basic health and education infrastructure still persist in rural and urban areas of the state. The geographical distribution of public health and education facilities play an important role in the equitable addressing of the health-care and education needs of the population and in alleviating disparities between rural and urban areas as well as within districts of the Marathwada. The most important policy prescription is that resource distribution should be based on gaps rather than existing supply- or demand based norms. More resources should be allocated to those sectors and regions where the outcome indicators are poor.

3. Improvement in the quality of education and health services

The challenge now is to provide and ensure learning levels commensurate to the grade levels in which children are enrolled. The main agent of change is the teacher and teachers need to provide all the support required to enhance learning achievements. District-specific action plans need to be evolved through consultation with the stakeholders. Mobilizing the community for monitoring learning in schools could ensure improvement in the quality of teaching in schools. Achievement-based rankings of schools also could contribute towards motivating them to perform better.

Without good health, it is next to impossible or individuals to enhance their capabilities and access livelihood-generating opportunities. Data on child
survival, malnutrition and maternal mortality clearly show that region is far behind in health facilities. Need to address very fast. Lack of clean drinking water and sanitation facilities is known to lead to a myriad waterborne diseases which, through various feedback loops, are found to impinge on the ability of individuals to engage competently in productive activities. Health outcomes are also directly linked to solid waste management, which needs to have universal coverage, irrespective of constraints such as rural–urban, rich–poor divides.

7. Data Collection and Management

Comprehensive institutional capacity must be set up to generate periodic statistical information on human development related indicators like life expectancy, IMR, and child enrolment rates at the district level.

Similar capacity needs to be set up at decentralized local levels to realize attempts aimed at publishing human development profiles at the block level.

Human development indicators could also be monitored at different levels of disaggregation, and capacity developed for the publication of reports at regular intervals. For instance, a website could be created for publishing such information and the public, including experts and different stakeholders, could be invited to participate in analysis and policy reviews, which would also be beneficial to the process.

Periodic newsletters on issues and statistical information pertaining to different indicators of human development and their determinants at different levels of disaggregation could be brought out.

Academic institutions could be co-opted by provisioning periodic internships and fellowships to research scholars and academic experts.
7.2.2. To Improve the Human Resource Development in Industrial sector in Marathwada region following suggestions are given:

1. **Effective implementation of the innovative HRD practices**

   Belief of management in HRD is not sufficient to make HRD practices effective in the organization. The strong implementation of the practices from top to bottom and innovate it continuous as per the changes in business environment will be the key for success of HRD.

2. **Potential appraisal**

   The potential appraisal refers to the appraisal i.e. identification of the hidden talents and skills of a person. The person might or might not be aware of them. Potential appraisal is a future – oriented appraisal whose main objective is to identify and evaluate the potential of the employees to assume higher positions and responsibilities in the organizational hierarchy.

   Potential appraisal helps to identify what can happen in future so that it can be guided and directed towards the achievement of individual and organizational growth and goals. Therefore, potential appraisal should be included as a part of the Performance appraisal in organisations.

   Potential appraisal can help organizations:

   - to inform employees of their future prospects;
   - to enable the organisation to draft a management succession programme.
   - to update training and recruitment activities;
   - to advise employees about the work to be done to enhance their career opportunities.
3. Employee participation in decision making

Workers’ participation in management is an essential ingredient of Industrial democracy. Workers’ participation in management implies mental and emotional involvement of workers in the management of organization. It helps in managing resistance to change which is inevitable. For the growth and development of industry, changes have to be welcomed, otherwise the organization will stagnate and be left behind. If the need for change is jointly felt by all partners of production its acceptance can be high. Workers' participation in change strategy can facilitate acceptable solutions with a view to secure effective and smooth implementations of decisions. Workers' participation can encourage communication at all levels. Since both partners of production are involved in the decision-making there will be fewer changes of distortion and/ or failure in communicating the decision. Joint decision-making ensures the there will be minimum industrial conflict and economic growth can be free from distracting strife.

4. Transparent Appraisal Process

“The importance of employee involvement in appraisal cannot be overestimated” Employers should make the performance appraisal process as transparent as possible. Familiarity with the process helps to alleviate anxiety and to increase the effectiveness of any tool that is used. Secrecy and ambiguity can foster mistrust between a supervisor and employees, and suggests that the purpose of the performance appraisal is to “catch” the employee in a mistake and dole out punishments. Free access to the forms, questions and style associated with the process should be granted to all employees. Employees should have the opportunity to provide input in formatting the evaluation and restructuring the process in order to ensure that the standards for success are both objective and attainable. Involving
employees in the appraisal process generates an understanding of its true purpose and encourages willing participation.

5. The Appraisal Must Be a Tool for Development:

The appraisal should be treated as a chance for the employee (and the organization) to review the year and make plans for positive changes. It should not be treated as a formal criticism session or day of reckoning. The appraiser should ask the employee how they feel about their own performance, how they like the job and what opportunities for advancement or training they would like to pursue. The benefits of developmental (geared toward positive feedback and change) versus evaluative (geared toward criticism and punishment) performance appraisal to employee growth, success and retention. Non-combative performance appraisals in which employees are held up to objective standards and past performance rather than the performance of others is critical in ensuring that appraisals remain objective and non-threatening.

6. Training Need Assessment

A successful training needs analysis will identify those who need training and what kind of training is needed. It is counter-productive to offer training to individuals who do not need it or to offer the wrong kind of training. A Training Needs Analysis helps to put the training resources to good use. It is conducted to ensure the training programme that will be developed and delivered is effective and meets the specific requirements and needs of the organization.

7. Mentor employees for the Training program.

Prior to training, HRD managers and trainees’ supervisors are responsible for the preparation of trainees for the training programs and for the course design.
• HRD managers and supervisors need to ensure that trainees are ready to participate in the future training programs. Programs should be tailored to trainee needs and trainees themselves need the freedom to choose which training programs they need to attend (learner readiness).

• HRD managers and supervisors should evaluate the strengths and weaknesses of the trainees to determine the pre-requisites that trainees need before sending them to training (personal capacity for transfer).

• Trainees need to know that the purpose of training is to improve job performance (performance-self efficacy).

• Trainees need to know that the effort they put into transferring their learning will lead to improved job performance (transfer effort-performance expectations).

8. Take some post training efforts

• Understand the negative effect of sanctions or criticism on trainees trying to apply their training on the job (supervisor sanctions).

• Provide trainees with frequent, structured and constructive feedback regarding their job performance when they apply the training (feedback).

• Provide trainees the task on the job and adequate resources (i.e., financial and equipment) for trainees to apply training (opportunity to use).

• Provide trainees the opportunity to share their experience attending training and to share the new learning through presentations or teaching their colleagues (sharing behaviour).
• Ensure information systems that support knowledge sharing are in place. (*sharing behaviour*).

• Reward trainees through encouragement, praise or by allocating meaningful and interesting tasks when trainees share their learning (*personal outcomes-positive*).

9. **Effective career planning and development system for the employees**

Career development is viewed today as a kind of partnership with employees. It is also a key component of a company’s attraction and retention strategy.

Career development should be considered from the perspectives of both the organization and the employee:

- **Organization**: What skills and knowledge do we require to achieve our business goals?
- **Employee**: What are the skills and knowledge I think critical to my current and future career plans?

Organizations should consider two factors when putting together their career development program:

1. The business plan

2. Employee career paths

Clearly, an organization must consider its overall direction and goals in order to assess the competencies that they need from their workforce to be successful. It is equally important that the organization take into account an employee’s motivation to succeed as an individual.

A proven method to meet these needs of the organization and the employee involves:
• Developing career paths that enable employees to understand their options to grow in the organization

• Gathering the information to determine what skills they would need to achieve this

Remember, career paths can entail promotions or lateral transfers. A solid career path program requires detailed job descriptions and support through management coaching.

Each employee should have a career plan that has been discussed with their manager. Generally, this would take place during the performance review process.

The career plan includes an assessment of the “gaps” or training requirements. The career plan should be reviewed on an ongoing basis. This ensures that both the employee’s and the organization’s needs and objectives are adjusted over time.

10. Implement job rotation policy effectively

Job rotation exists when employees rotate across many positions, in varying intervals and durations, in order to gain exposure to different roles and functions. When employees rotate across different positions regularly, they experience less boredom, greater task variety, and decreased feelings of needless repetition.

The second advantage of job rotation is increased employee satisfaction. Employees to engage in job rotation, employees are likely to experience greater satisfaction by identifying strengths and weaknesses. Furthermore, employees are able to test many positions and subsequently focus on rotating between positions that enhance performance capacity, which increases their
sense of worth and importance within the company. The third advantage of job rotation is increased employee motivation.

Job rotation presents many unique opportunities for businesses and employees. The rationale for implementing a job rotation design system may vary depending on business goals and human resource strategies. However, whatever the reason, one thing is certain - businesses that implement a job rotation strategy unquestionably reap the benefits of added organizational success and more satisfied, motivated, and committed employees.

11. **Provide career counseling for employees**

Career counseling is a strategic resource that employees can use and managers can rely on when work performance, career transition, personal conduct in the workplace and/or culture fit becomes an issue. It provides a means for employers to encourage their employees to seek career assistance early to prevent small problems from getting out of hand and creating greater barriers to success. It’s also a way to help key employees reach higher career aspirations so that they continue to add significant value to the company.

12. **Reward the innovative work of the employees.**

To develop the culture of the innovation, ensure that rewards and recognition for the innovations. Organization can design the reward plan which can include compensation, gifts, recognition, perks etc. These rewards will sustain an innovation culture in the business.

13. **Emphasis on Team Building.**

Organizations should emphasis on Team building as it is originally a group process intervention aimed at improving interpersonal relations and social interactions but over time has developed to include achieving results, meeting goals, and accomplishing tasks. Team-development interventions
have proven to have positive effects on cognitive, affective, process, and performance team outcomes. Team building has seen the strongest effect on affective and process outcomes.

Four components of team building are:

- Goal Setting: aligning around goals
- Interpersonal-relationship management: building effective working relationships
- Role clarification: reducing team members’ role ambiguity
- Problem solving: finding solutions to team problems


Performance based compensation can help the organizations to determine compensation on the basis of actual performance levels through the process measuring the actual competencies exhibited by the individuals while performing their jobs. This system can be used design the compensation on the basis of person’s capabilities and experience and by taking into account the market demand for unique skills and experience. This system can also help in designing a fair and equitable system through an objective evaluation of competencies which contributes for an individual’s performance. Now organizations need to design compensation plans that not only reward performance, but also to improve it. Compensation has become a strategic issue, and strategic compensation helps the organizations focusing on making them more competitive through improved future performance. Effective pay for performance requires two processes, compensation management, and Performance management. But the real challenge is how to integrate these two processes.
15. Develop the organizational culture which is supportive towards the HRD.

Managers in the organizations would be confronted with the need to reorient culture, thinking and paradigms. HRD as a function and as a prime mover would need to focus on this changing and emerging role. Prior to designing HRD intervention, it is important to clear the “managerial culture” that is intended to be developed. Research evidence shows that HR practices along with culture do affect efficiency in the organization. There are hardly or very few studies which show a link between HRD practices and organization culture.

Organizations can also be developed and do make attempts to socialize their employees through HR practices, to develop congruence between the persons and the jobs, the personal values may have serious impact on culture. If we attempt to examine the effect of HRD practices on organization culture of some leading private and public sector organizations in India. The study revealed that the human resource development practices are a strong predictor of organizational culture both in private sector and public sector organizations in India. Singh has been criticized for oversimplification that defeats the purpose for which the typology was considered necessary. Despite the criticism his work remains important in the field of HRD and culture. Thus the organizations need to focus on the culture require for the success of HRD rather than simply implementing HRD practices.

7.3 Conclusion and Remarks for further Research:

The study identified and highlighted the progress that has been made as well as the gaps that need to be addressed for the Marathwada region to move effectively towards faster and more inclusive growth and human development.
The objective of the study is to analyze the HDI of the different districts of the Marathwada regions and compare with the other states in Maharashtra.

The HDI is a summary measure of development, capturing three dimensions of education, health and income. Over the period 2001–11, the HDI for Maharashtra as well as Marathwada has shown an improvement from. The HDI for all districts has shown progress, reflecting advancements in the literacy rate, school enrolments, infant mortality and income. The highlight is that over 2001–11, improvements in the HDI have been greater in districts positioned at the lower end of the HDI ranking scale. Though there is improvement in HDI, but far behind the global standard. As well as the disparity in HDI among the progressive and backward districts persists. There is hardly any substantial change in the relative human development status of districts; rather, there are only some marginal changes in ranks. The districts of Jalna, Hingoli, Nanded, remain in the low human development quartile in both the years, despite showing improvements in HDI values over 2001–11. Osmanabad and Latur from the medium human development category of districts to the low human development category. Although Parbhani belonged to the low HDI quartile in 2001, its health indicator was in the high human development category. By 2011, it had lost its edge in the health indicators, moving to the low human development in terms of health but improved in terms of HDI moving from low to medium. Nanded belonged to the low human development quartiles at aggregate level and for the health as well as education in 2001, but moved up to very high category in 2011 in terms of health but remained in low category in terms of HDI and education.

The available data for all the four components (literacy rate, GER, IMR and income) is used for analyzing the performance of the districts on these components. Overall, the radars bring forth the inter district inequalities that
persist in all the four human development indicators across the region except IMR.

Overall the Marathwada region is far behind in HDI compare to the other parts of the Maharashtra like Mumbai, Pune, Thane, Nagpur, Raigarh, Kolhapur, Nashik. Therefore needs to take a lots of efforts to make human development in the state as well as region. Education and health are two important pillars of human development and some of the main policy implication for these required, with a focus on inclusion. Qualitative improvements in educational attainments and learning achievements still remain a challenge for the state as well as region. The drinking water is major concern for Marathwada region, which calls for the sustainable development.

As the major employment source in region is agriculture sector, the special policies should be implemented to boost agriculture sector.

Thus Human development brought a whole new perspective a revolutionary way to recast the conventional approach to development.

Human development approach improved the economic growth model in several ways: First, by focusing on improving education, health and skills of people, it enables people to participate in the growth process as well as share its benefits, particularly through employment. Secondly, human development focuses on a more equitable distribution of income and assets which create a closer link between economic growth and human development. This is where human development goes beyond programmes of social development or social welfare. It goes beyond developing human capabilities or providing social safety nets, very important though these are, to policies for creating jobs, opening up opportunities and empowering people to participate in economic and political institutions of a country or the region.

This analysis will help to establish policy and budgetary priorities for marginalized communities and regions that need particular attention. The
important evidence and recommendations in this study will help to academicians to study further in this subject. Though the study is a culmination of academic analyses, its endeavor is to bring forth evidence-based policy prescriptions which the state could use to suitably formulate its interventions for inclusive and effective human development. Given the pressing need for development policies and budgetary allocations to take cognizance of various human development imperatives, we hope the present SHDR for Maharashtra will contribute towards helping the state government in designing its plans, programmes and policies towards more inclusive human development.

Thus this research will be useful for policy makers of the region in several critical areas. It will help to set regional priorities. A quick look at HDI rankings shows which region of the state and region are combining economic growth with social development and which lag behind. As mentioned before, HDI rankings put pressure on governments to improve their performance if their neighbors or competitors are doing better. It identifies the areas that need priority policy attention, It identifies potential for growth of the region. HDI can reveal the future potential of a region’s economic growth. If the region has already built up considerable human capital then by choosing the right macro-economic policies the economic growth can be accelerated in a reasonably short time period. Disaggregated HDI becomes a powerful tool for compassionate governance. HDI, disaggregated by income, class, gender, ethnicity and geographical region points out critical areas for policy interventions.

This study also focuses on the HRD practices in the industries in the Marathwada region. To study the HRD practices, six different sectors like pharmaceutical, Manufacturers of Machinery and Equipments, Engineering industry, Manufactures of Food and Beverage, Manufactures of Rubber and plastics and some other industries are selected. The five different HRD
practices like HRD climate, Training development, performance appraisal, career planning, employee motivation and learning are studied across the sectors. Thus study concludes that the HRD practices in the industries of Marathwada are not effective. It is also observed that there is not much difference in the HRD practices across the sectors. Overall HRD practices needs to be improved in the region in all sectors which are studied.

This study is limited to the Marathwada Region of the Maharashtra State, thus there is a lots of scope for the further research. Special study can be conducted to compare the HDI of the region with the other regions of the state or the country. There is also scope to compare the HDI of the different states of the India. In-depth research can be carried out for each indicator of the HDI like education, health, income for the region. There is also possibilities to compare the HDI of the rural and urban areas at the regional, state or the national level.

There are many critics about the HDI and given other alternatives for the analysis. The critiques of the HDI and proposed alternatives fall into five main categories: poor data, incorrect choice of indicators, various problems with the HDI’s formula in general, incorrect specification of income in particular, and redundancy. Thus there is a lots of scope of the research in HDI, where research can do the critical analysis of the methodology for calculation of HDI.

There is also scope for the research where HDI can be compared with the other indicators like GDP, GNP, etc.

In this research the HRD practices in the industries of the Marathwada region also studied. Six industrial sectors and five HRD practices are studied all together. There is scope for special in depth study for each sector.. There is also scope to compare the HRD Practices of the Marathwada Region with the other developed regions of the Maharashtra like Pune and Mumbai. The
research analyzed the different issues related to HRD Training, performance appraisal, career development etc. The special research can be done for suggesting the strategies to improve HRD in the region. The academic research available on HDI and HRD for the Marathwada Region is already fewer, thus there is lot of scope of research in this field.