

CHAPTER-IX

FINDINGS AND RECOMMENDATIONS

9.0 Introduction

The main objective of the present study was to examine the impact of Bahá'í institutions on human resource development. The two institutions under the study are (a) Barli Institute and (b) Training Institute located at Indore (M.P) India. The study was carried out based on economic, social and spiritual aspects of human resource development. It thereby, aimed to enrich deeper understanding of human resource development which is going on in these two Bahá'í institutions. These institutions are working under guiding Principles of Bahá'í Faith and therefore, these are called as Bahá'í institutions or Bahá'í Inspired Institutions. These institutions are playing their role in providing training to people from various backgrounds and culture to ultimately develop them as better human beings. Hence, the study make an insight into various aspects in which human resource development is taking place. This study deals with opinions and views of the trainees after completion of training. Hence, to analyse qualitative variables Likert type five point scale of 1 to 5 was used and on basis of the percentages and their mean scores analysis was done.

Human resource development is a multidimensional process and has its own importance wherever mentioned, whether in context of an organisation, society or a nation. The need of developing human resources is the core for any other development as all other resources are meaningless without appropriate development of human resources. One essential aspect of human resource development that the study reveals is development of human resource not only to benefit an organisation with which one is working but also to benefit the individual himself and even the society at large. Findings and recommendations of the research study are placed in the subsequent paragraphs.

9.1 Rationale

Human resource developments at both micro and macro levels, play a crucial role in development of an organization and a nation respectively. In today's situation human resource development efforts are mainly focused towards qualified and trained personnel who possess knowledge and skills required to benefit growth of an organization but an important aspect of moral and value-based character of human resource development is generally ignored and /or not prioritized. In context of India, The Ministry of Human Resources Development of, Government of India continuously work towards building human resources of the country through functioning of various departments , but the vast size of population and large geographical area are big challenge and so are the wide spread social, cultural and even economic differences of the country. Baha'i Institutions are trying to build quality human resources right from pre- primary level of education through the schools run by them and through courses run by training institute focused for children, youths and adults apart from conventional schools and colleges. It is very essential for progress of the nation to have its human resources educated, skilled and possessing qualities which can build unity and have improved level of consciousness, attitude and the spirit with which they improve their individual lives and also serve the community they belong to. With such moral and value based human resources, the nation and the world will be a better place to live for generations to come.

It is this fact which has motivated the researcher to take up present study. Among many Baha'i Institutions operating in India, two such institutions which are presently functioning at Indore (M.P) have been identified for this research study to know the impact of the training programs being conducted in these institutions, are making on human resource development.

9.2 Objectives of the study

The study has been undertaken with the below mentioned objectives

- To understand various aspects of human resource development.
- Various Baha'I institutions working in the field of human resource development in Madhya Pradesh and specifically Indore.
- Impact of Baha'I institutions in human resource development.
- To arrive at a strategy (model) of human resource development with Baha'I perspective.

9.3 Major Findings

The analysis done in preceding chapters has unfolded the layers of human resource development taking place in the two Baha'i Institutions. In this section major findings have been summed up to know the results emerged during the study.

9.3.1 Socio-economic Profile of Trainees

The sample drawn for the purpose of study showed that percentage of female trainees was higher in totality, they constituted 66.00% of the total number of trainees (300) whereas 34.00 %of trainees were male. *Hypothesis 1:* Age of the trainees is independent of the type of Training Institute they belong was accepted, age is not the influential factor as far as trainees of the two institutions are concerned. It was also found that 60.70% of the trainees of Barli Institute belong to age-group of 15-20 years and 46.00% of trainees of Training Institute belong to the same category. On an average 80% of trainees are below 25 years from Barli Institute and 71.33% of trainees belong to Training Institute. *Hypothesis 2:* marital status of the trainees is independent of the type of Training Institute they belong was accepted. A significant percentage of trainees i.e., 56.30% were single and 42.30 % were married. And out of the married trainees around 57.02% trainees have one or two children and 32.00% of them have no child. In post-training scenario 62.67% of trainees of Barli Institute were literate whereas similar percentage of trainees of Training Institute i.e. 62.70% were graduate and above. Around 50.00% of the trainees speak their native language and 34.00% speak Hindi

language and remaining speak English. Hypothesis 3: Type of family of the trainees is independent of the type of Training Institute they belong was rejected, 65.30% of the trainees hail from nuclear family and remaining 34.70% from joint family. Around 37.00 % of trainees live in small families and 47.00 % live in medium size family. Around 47.00 % of trainees live with elderly people. These socio economic profiles of trainees brought clarity and presented composition before studying the impact of trainings on human resource development. It showed the difference in level of education and family backgrounds that existed between trainees of both the institutions.

The study aims to present impact of Baha'i institutions (in Indore) on human resource development. The following section will briefly cover the analysis done and results obtained in previous three chapters under three sections:

9.3.2 Impact of trainees on Income and Occupation of trainees of Barli Institute

Income is very important for better living and is indeed an essential indicator of level of human resource development taken for trainees of Barli Institute; because of intervention done to empower them with skill and knowledge through training to enable these girls to earn and create additional income to improve their living. The study revealed that most of trainees of Barli institute had no exposure previously to any school. Hence, to become literate was a big challenge for them but after their training many have not only achieved literacy level but were employed too. **The training has empowered these trainees with abilities to create employment for themselves and earn independently to cater to their own needs and those of the family.** Hypothesis 5: Income of the trainees is independent of the type of Training institute they belong, was *accepted*. It can be further inferred that income of the trainees is independent of the training institute they belong. Approximately 75% of the trainees from Barli Institute were employed, earning and managing their own expenses and also supporting their family in monthly expenditures. Hypothesis 4: Occupation of head of family of the trainees is independent of the type of Training institute they belong hypothesis was accepted and occupation of the head of family

is not influencing factor on the type of institute the trainees belong to. Around 86% of trainees were from agriculture-dependent families and due to absence of irrigation facility have high dependence on monsoon. Thus, an additional income becomes a big contribution by these trainees towards their family. They reported **to have lesser savings, as lower family income made it difficult for them to save much, but they have utilized their money to proper use**; as 44% of the trainees have reported to purchase sewing machines from their own earned income and around 28% of the total trainees who are employed has brought silver jewelry which is common adornment of tribal girls in their culture. Around 3% of the total trainees put their money in cattle and similar percentage of trainees have attempted to purchase house or shop which is remarkable have, the change that seems to be coming in the life style is that around 10% of trainees have bought cell phones. These events may look very small but in fact, are major achievements if, we view them in tribal women context.

9.3.3 Impact of Training on Income and Occupation on Trainees of Training Institute

The training does not only provide any skill that directly helps the trainees to earn or to be employed, rather it aims on developing them as better human beings which will ultimately make them perform better wherever they work or live. The study showed head of family of trainees mostly (60%) found to be working in service or as professionals which mean they belong to family who get regular income. Around 18% were into trade and average monthly income is less than Rs.6000 of around 75% of the families to which the trainees belong .The trainees in the study are mostly unemployed as most of them are taking their education and a small portion engaged as home makers; around 23% of the trainees were earning Hence, it may be said that training had its impact on the life of the people when it comes to the ways in which the income is earned and utilized. A spiritually uplifted person would be always conscious of the means rather than the end of achieving his material need, which would make individual more dependable.

9.3.4 Impact of Training on Social Variables on trainees of Barli Institute (Effectiveness of the training programs)

The trainees have developed an outlook, improved their knowledge and also developed positive attitude and behavior which is very favorable towards development as a good human being who will be ready to benefit people around, motivated due to the exposure given during training period. **Trainees were well aware of their healthcare and hygiene needs, they were conscious about the ill-practices prevalent in the society and their role in reducing these practices.** Under three categories which is depicted in Table 7.1 clearly states that most influential area which has resulted from efforts to increase their knowledge, skill and awareness is under variable of heath care need, where the index value is highest **4.61** followed by social variable concerning change in attitude and behavior with index value **4.27** of and the variables under the category personality development has it index value as **4**.

9.3.5 Impact of Training on Social Variable on Trainees of Training Institute

Social variable give clarity about their thinking, improved consciousness and increased awareness about various social aspects of living. Sending children to Moral Classes was highest score of **4.81**. This demonstrates their strong conviction towards moral class as an important element in raising children and developing them as good human beings along with meeting their other developmental needs. Praying was ranked second highest with a score of **4.80**. This habit would make a person internally strong and help in delivering his other jobs and responsibilities in effective manner. Not considering alcohol as a status symbol and keeping away from such habit has been ranked with a score of **4.77** this exhibit their level of awareness and prohibition of drinking habits, which will ensure physical and mental health dimension of human resource development. Trainees were in sync with idea that these courses undertaken has helped them develop and practise of virtues like honesty, trustworthiness, etc., which has been a part of family value-education but faded due to lack of conscious efforts towards practice of it practice of virtues in daily life was score **4.71**.

To help a sick or needy person even if he or she is from backward class or tribe or any other caste was openly and without any wavering accepted by trainees with a score of **4.71** which clearly indicates their spirit of unity of humankind. The trainees of the institute disapprove to tell lie even in trouble situation and consider being truthful in all conditions with score of **4.50** which would help in building a good environment at home and even at workplace. The trainees of the institute showed their strong conviction towards practice of honesty even in situations of financial crises and ranked with a score of **4.46**. It is unique quality that need conscious efforts initially and then it develops into a habit which is an important aspect of human resource development. The trainees have considered demanding dowry as loosing one's self respect; with score **4.41**. This thinking would definitely safeguard status of girl-child and help towards building a better and safe society. The trainees strongly approve of educating their girl-child if a situation arises or where they can educate only one child in a given situation with a score of **4.39**. This will ensure that female population will also get opportunity to develop into a human resource. Change in attitude was also reflected by the variables about their willingness to help neighbors even if, they were unfriendly in nature, with a score of **4.31**. Violence of any nature and with anyone is a crime, understood by all but practiced by few. With a score of **4.21**, trainees strongly support that suffering of violence is like doing injustice to oneself and it should be voiced loudly. Respect for involvement in Core Activities was scored as **4.14**. Efforts to discourage evil habits like drinking was scored **3.96**, as trainees find people around too much involved in such habits. It is a growing social evil of which the trainees are aware and are conscious to make effort to discourage it in their own circles. Acknowledgment of core activities is comparatively scored low with **3.73** score.

All the above findings clearly indicate that the training undertaken has made significant difference in the attitude, thinking and actions of individuals and thus, having impact on human resource development taking place.

9.3.6 Impact of Training on Spiritual Development of Trainees of Barli Institute

During training the trainees were well exposed to spiritually uplifted environment where they not only learned prayers and practised it at the same time, they also understood the importance of moral values in their life. This was rated high on the scale which reflects their sharpened bent of mind towards this aspect of development i.e. spiritual; Trustworthiness as a virtue was ranked highest among trainees at a score of **4.96**. This spiritual variable relating to keeping commitment to others with a score of **4.80** was strongly practised. These two variables reflect the kind of thinking that people living in tribal and rural area, have with people who have close-nit relationship among their own commitment. With a score of **4.74** it can be said that these trainees would continue and help their children to be educated specially girl-child; it reflects their increased awareness and consciousness regarding education. Praying daily was scored as **4.52** which show major positive shift in their concept in this regard. Caring and feeding animal was ranked next with score **4.51**; even though with not very good living conditions these trainees strongly practice of cleaning and feeding their animal properly and regularly. The variable relating helping poor or needy persons from other backward caste or tribe was purposely asked to infer if, there has been a shift in their attitude about people belonging to other cast or tribe. This variable was scored **4.48**. The variables about, to avoid talking bad /ill about others to keep unity in family and community was scored **4.45**. They were watchful of their words and conscious about this ill-habit. Great emphasis has been given during training on serving community by developing capacities of trainees with required skill and knowledge with a score of **4.32**; the variable was ranked at ninth position. On asking the question to raise voice for justice and not quietly suffer violence at home was openly expressed against it by trainees and was scored as **4.31**; such a score is worth mention as these tribal girls are shy and have little exposure. The trainees believe in consulting elders before taking important decisions in life which is very much part of their culture; this variable has scored **4.27**. Handling conflict-situation with love and kindness was ranked at twelfth position with a score of **4.13**.

Variable about moral education was scored as **3.46** which is lower as compared to other variables. The trainees expressed that the external factors also shape the moral development of children and since mothers get very less time to spend quality time with children due to hard-work in fields and household-chores therefore, it becomes difficult to nurture moral values in children. The trainees on asking the statement state the fact even if it offends other's heart left them confused, as they preferred to be quite rather than stating fact that hurts others. Variable was scored lowest with **3.27**. The researcher felt their honest answer to the question which was asked without any thinking they spontaneously answered the question. It can be said that their ranking depicts impact of training on their level of thinking and understanding along with their tribal background and culture based on preference of variables that they have replied affirmatively. The total spiritual index of **4.36**, show the weight that these qualities have made on these trainees, they groom themselves as better individuals and human resource in their own families and society.

9.3.7 Impact of Training on Spiritual Development of Trainees of Training Institute

Spiritual development was at center of the training and the results also clearly depicts thought-process of trainees who have given their opinion on various aspects of spirituality in practice of honesty, trustworthiness, unity, service for others, consultation, moral education for children, etc., which were rated high on the set scale of 1 to 5. The trainees of the Training Institute have given weight age to the variables in following order: importance of praying daily was ranked as highest variable with a score **4.89**, sending children to moral class, inculcation of values in children, ability to learn, think and reflect, deal situation with love and kindness, contributing in community development, consultation, to be truthful in real and not only in appearance. Sending children to moral classes was scored as **4.82**; the raised consciousness about moral education was strongly felt by trainees, realizing moral degradation and sinful activities happening in society these days and protecting children from their ill-effects. The variable to inculcate moral values in

children was scored **4.86**; trainees strongly approved of relevance and attention required towards building moral values and developing capabilities in children right from their tender age. The trainees endorsed the view that training has helped them to develop their ability to learn to think, to reflect and to apply spiritual laws to one's life and in society. It was an integrated element of training which was ranked with a score of **4.79**. Next highest rank was the statement which was asked about dealing a situation with love and kindness to overcome conflicts rather than losing temper and shouting at each other, with a score of **4.73**. This is ultimate product of training program which emphasizes act of service to others; this element was ranked with a score of **4.72**. To resolve various issues, consultation is an important instrument; during training it is emphasized on and to understand the practice of it; this was ranked at seventh position with a score of **4.69**. The trainees strongly believed that by practising of rituals alone cannot make any one spiritual without practice of values in one's own life. This aspect was ranked at eighth positions with value **4.65**. **4.63**, was the score of trainees towards aspect of consulting elders at home before taking important decisions. The institutes have shown importance to this aspect which is very simple but has deep concerns when it is related to entire planet **4.57** was the mean score for the variable Care for Animal. It is important for them to have this quality for not showing their knowledge with intension to show they are more knowledgeable rather share the knowledge in good spirit. This variable was scored **4.47**. This variable was rated as **4.38** where more than 80% realize importance of being serious to commitment made. This quality further and surely make a person more responsible to assigned work and would need least monitoring. While learning about virtues which one can apply in daily life, some wrong habits like backbiting, was dealt during training which impedes' way to walk on the path of service' and also make one loose trust of others. Trainees seem to have understood importance of it and therefore weighed the variable with a score of **4.35**. Mere talking about virtues and not applying them in real life shows dual character of an individual. **4.16** was the score which was given by trainees to strongly practice spiritual laws which is not an easy task as

environment around is opposing and make it a challenge for an individual to be steadfast.

This clearly reflects the training undertaken by them through sequence of course have actually made significant impact on spiritual development, as their opinions and views expressed during survey corresponds with other trainees who belong to different region and socio economic backgrounds. This further confirms impact of training on development of human resources. The spiritual development which is at core of training programs of Training Institute was scored high with a total **index** of spiritual variables as **4.62** as shown in Table 7.2. Hence, Hypothesis 6 is confirmed and accepted as the training programs have made an impact in the social, economic and spiritual aspects of one life which is evident from the above findings.

9.4 Model for Human Resource Development

From above findings, it is concluded that human resources development has much wider scope encompassing even people who are in their raw state and not only the ones working in an organisation and has many aspects that could be included to attain quality human resource development. Human resource development would be best understood if it covers various dimensions that would help in enhancing the quality of human resource. The study had one of its objectives to arrive at a model of human resource development with Baha'i perspective. Based on the variables studied under the context of human resource development with respect to two Baha'i Institutions the model was developed and placed as per the diagram below.

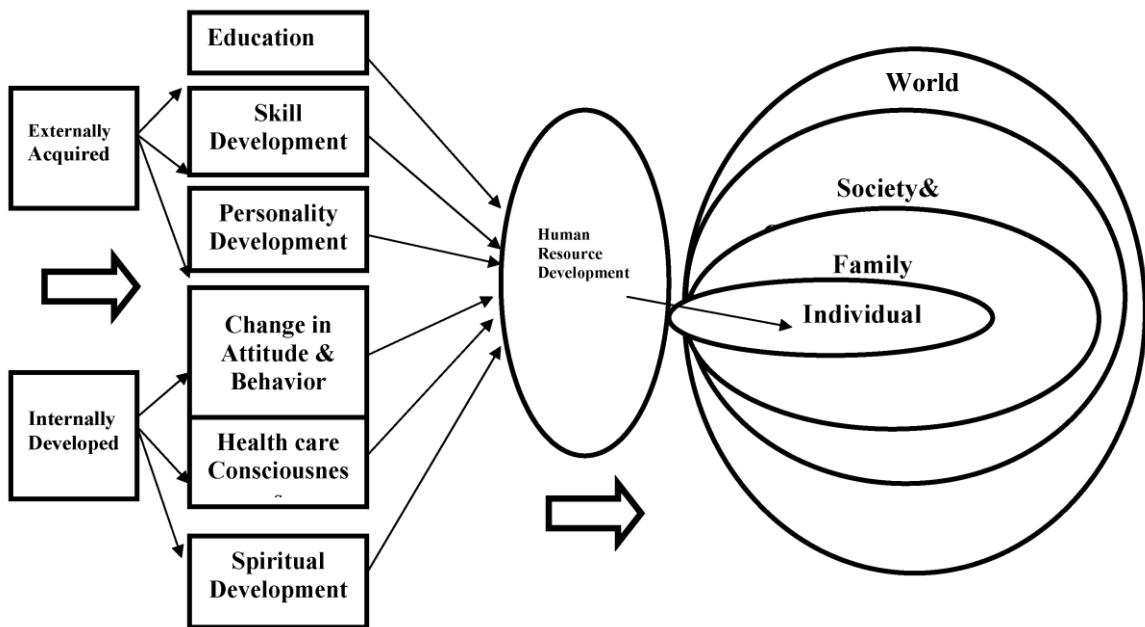


Fig. 9.1: Self-Developed Model of Human Resource Development

As is obvious from the model above which suggests, that the inputs for Human Resource Development process require both externally acquired knowledge and skill and internally inculcated qualities and virtues. Such a Human Recourse Development will contribute for betterment of not only individual, family or society but at the same time enhance progress momentum for the nation and ultimately whole world.

In order to have a sustained system of building quality human resource development, intensive synthesis of spiritual aspects with training and skill upgradation has to be an inevitable element in the process. When referred to spirituality in human resource development it does not limit to praying or meditation rather it goes beyond where in even individual inculcate, practice and in return serve society and add in building environment of love and unity. The learned values should be reflected not only in words but also in action simultaneously.

9.5 Suggestions

The analysis of collected data shows a positive effect of training being conducted by Baha'i institutions under study. The training has not only benefitted individuals who have taken training but also had its impact on thinking of their family and

people living around. From the findings and the conclusions drawn from the study here are some of the suggestions which will further help the two institutions in developing human resources through training programs.

9.5.1 Suggestions for Barli Institute

- ❖ The strong impact that Barli Institute is making in life of trainees from rural and tribal background is strongly suggestive that *Barli Institute should reach out to other tribal areas in different parts of the country*. This will enlarge catchment area of tribal and rural empowerment, development and thus, they will be able to improve human resource development process and develop the community and the nation at large
- ❖ Importance of education in life need no emphasis and same is case for human resource development. After completion of training a large number of trainees of Barli Institute became literate. It is therefore, suggested that these trainees should be further *encouraged to continue their studies after completing training program and before returning home*. They should be informed of various government scheme which are aimed for upliftment of tribal people and especially for women, wherein they can put in extra efforts to continue their studies and avail employment opportunities.
- ❖ The trainees were able to develop themselves as compared to what they were before training, leading to an improved economic, social and spiritual life. It is suggested that efforts must be made by the institute to make trainees (tribal and rural girls and women) realize importance of their rich tribal culture they belong to and encourage them to preserve and carry forward it to next generation. *Their personal development should not over shadow cultural values rather, it should add on pride of keeping tribal culture intact along with their exposure to modern world, glimpses of which they have seen at the institute.*
- ❖ Girls and women who live in tribal and rural areas do suffer from patriarchal system where male heads the family and the decision-making power lie with them. Financial contribution to family-expenditure has improved their status

in family and also improved their living conditions; the families of these trainees should be more involved intensively during their training and encourage to develop understanding of creating an environment and facilitate these girls back-home so that, they can be allowed to apply and practise at least one skill learned during their training, apart from tailoring like fabric-work like block printing and batik, embroidery and fabric design, food processing and pickle making, growing and marketing vegetables, making herbal shampoos, solar cooking, waste management, and like.

- ❖ Due to absence of resources and inability to reach market, these trainees (tribal and rural girls and women) who are self-employed in tailoring were found to be under-employed as demand is limited to people living in nearby villages and get adversely affected due to seasonal slack when they are not able to even reap their crops due to lack of irrigation facilities, which ultimately affects their income due to dip in demand. Hence, it is suggested that, *government centers can be either identified or proposed to be formed to supply material on subsidized rates and if possible, purchase back the stitched garments at appropriate rate in order to encourage these tribal girls and women.* This initiative could go a long way to provide employability and sustainability and will strengthen their economic level as well.

9.5.2 Suggestions for Training Institute

- ❖ The trainees who have undergone Institute Process has shown improved knowledge and development of spiritual insights. If such programs are extended on larger scale to other social institutions, non-government organisations and like, the effect of these programs would reach out to more and more people. It is therefore, suggested that such training programs should be made available and methods need to be find out to make these programs reach out to society at large and to various organizations. It should also be adopted in various education institutions and organizations that look to build improved human resources. *Lot of effort is needed in reaching different class of society and attract people to join such meaningful programs, that will*

surely bring in positive change in attitude, upgrade level of understanding and thinking of human resources.

- ❖ Human resources generally defined and understood are the one who work in an organization or population of a country who adds in production of goods and services. If human resources that is constituted of the adults only and the remaining population is left i.e. children, youths, women and elders are often left out when their training and development is concerned which forms sizeable number and it is approximately 60% of the total population. It is important *that this part of the population should be utilized as resources by offering such training programs which aims to improve the quality of human beings. Even those who lack opportunity and resources to study further, or are deprived of higher and technical education and specialization, can be trained and thus they contribute in building human resources by giving their services as teachers and facilitators through these programs which is easily affordable and understandable by various age groups.* This will lead to effective human resource development which would in turn contribute in progress of the nation.
- ❖ Moral Values and Spiritual Principles should serve as foundation, for any human resource to be developed whether for the development of an organization or for a nation. The Spiritual base of an individual would enhance his character, improve behavior and guide actions. Hence, *conscious efforts need to be made in direction of building human resource which can be trained and helped in developing spiritual capacities and ability to serve the society and contribute in progress of the country.* This is being done by the two Baha'i Institutions with their limited means but their *peripheral needs to be amplified so that more and more people get involved in such training and activities which benefit the individual, family and society at large. Without practice of moral values by individuals real human resource development would not take place in real terms.*

9.6 Recommendations

Various steps in this research study like analysis, processing of data on specific parameters, interview of trainees and that of officials of Baha'i institutions established and collected experience with different communities in the world gained through reputed Baha'i Institutions both at national and international level, have resulted in the following recommendations.

Aim of human resource development should not only be to benefit the organization for which one is working but also to uplift an individual himself so that he/she contributes in building a better society. He should be an enlightened human being contributing his share of love and unity to the community. This study reveals that even *the girls from rural and tribal areas if get training, opportunity to gain knowledge they not only improve themselves socially, economically and spiritually but also start bringing positive changes in their respective community. Hence, this model of training which is a judicious mix of all the aspects of development for empowerment of girls and women can be adopted by other institutions working in the similar field and apply to benefit the people.*

The details of training programs conducted for *children and youth* is well explained previous chapters in the study. Hence, *it is recommended that head of various education institution or curriculum developers can incorporate these training programs or can facilitate in conducting these programs for children and youths who are future resources of a country who need to be morally and spiritually trained along with their other faculty development.*

One important characteristic that comes out of the findings is that of *quality trainees*, who are more conscious and strongly practise moral values and are involved into the four Core Activities which means they have well trained mind. Hence, *it is recommended that these programs should be taken up to improve the quality of teachers, educators, professionals, trainers to undergo such trainings which help them become better in their field along with technical professional knowledge and skill that they possess.*