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A. RESEARCH METHODOLOGY

A-1. Objectives of the Study:-

Fertilizer industry is one of the most significant industries in India in so far as India is still considered as agriculture-driven country. Gujarat is the state that contributes a lion share in this sector. Fertilizer is a principal input for agricultural produce. Vis-à-vis other problems facing this industry, managing people at work is also significant one.

With the advancement of technology, there is a change in corporate culture. Along with these changes, there is a change in training and development tools and techniques. Since the globalisation process has begun, the business community has felt the need for being best in the world. Organisations have had to focus on core competencies to deliver world class products and services. Ease of transfer of technology and financial capital throughout the world is making human capital one of the major sources of competitive advantage.

The importance of an agile workforce where employees can learn and learn quickly and aptly is becoming an important strategy for a company’s long-term viability. It gives companies the ability to move in versatile directions. Training and development provide the means for preparing such a flexible and agile workforce.
the problems faced by HR departments and to offer possible solutions there of will necessitate data and information.

Whereas some secondary data have partly served the purpose, primary data have been collected from employees at various levels and in different departments. The data thus collected have been meaningfully analysed. It is understood, however, that the descriptive research on a qualitative basis is best suited for such type of study.

A.3. Sources of Data:

- **Data sources:** Both secondary and primary data have been used.

- **Secondary data:** Secondary data have been elicited, gathered and collected from various books, magazines, newspapers, journals, web sites and company sources.

A.4. Instruments for Data Collection:

These data have been collected by survey of employees including executives of the organisations under study. The survey was conducted by using such research instruments as to face interviews, questionnaires consisting of both open and close ended questions, informal employees' interceptions and formal discussion with executives, managers and heads.

A.5. Sampling Plan:

The collection of primary data from key executives was made on non-random basis and from 30-40 employees
With the accomplishment of study, it is intended to fulfill following objectives that –

- The organisations under study are fulfilling their training objectives by bringing change in the knowledge, attitude, behaviour and performance of their employees and also the change in end operational results.
- They have a serious concern for human resource development in their respective organisations and have adequate training facilities.
- There is a sufficient budgetary allocation to justify training needs at various levels of management in those organisations.
- They have a dependable machinery to make necessary alterations in the training pattern, and
- They have a full-proof system to appraise training effectiveness.

A.2 Research Design:

Managing business is managing people better and managing people is managing information related thereto. Information is the prime input to research too. Information and data are required in context to various categories of employees, human resource framework adopted, services rendered, cost on training incurred, time involved and results obtained, if measurable. Further, to cover various other related aspects like the changes in methods and approaches,
inclusive of workers on random basis from each one of the organisations under study.

A.6. **Plan for Field Work:**

The researcher made it convenient to visit respective units under prior intimation telephonically. The data collection and information gathering was facilitated through personal meetings with the officers and employees. It was more suitable to visit units during vacations.

A.7. **Hypothesis:**

Training is a learning experience that seeks a relatively permanent change in an individual that will improve his or her ability to perform the job. Thus continuity of change effects on employees on one hand and respecting new trends in training on the other lead the researcher to hypothesise as follows.

- Skill requirements will continue to increase in response to rapid technological change.
- The workforce will be significantly more educated and diverse. At the same time a lack of job security and low employee morale will continue to impact the type of training and how it is delivered.
- Training departments will find new channels to deliver services depending on internal and external suppliers of training. Thus advances in technology will revolutionise training delivery.
A.8. **Time Frame for Study:**

The entire research work could be accomplished in a spell of more than three years. Conception and finalization of topic was followed by review of literature, visits to units, construction of a questionnaire, meeting the employees, data collection, analysis, interpretation, summary and findings. Cited above are the hypotheses in particular and are based on fundamental hypothesis that the units under study are aware of and have imbibed and applied the concept of HRD adequately in their respective organisations.

A.9. **Methods of Analysis:**

The data collected have been analysed in order to draw hopeful conclusions. The analysis of data was carried out using statistical and computerised tools. Wherever necessary, qualitative analysis has also been presented.

A.10. **Scope of the Study:**

The study has been administered at GSFC, GNFC, KRIBHCO, and IFFCO of which the latter two represent cooperative sector. The study aims at focusing the rhetorics and realities of human resource development of these units. Sincere efforts have been made to elaborate different aspects of human resource development which attempts to cover every employee employed regardless of his job title, nature of work, pay scale, responsibilities and duties.
A.11. Research Output and User Audiences:

The research output is expected to be purposeful aid to the organisations concerned, the academic institutions, research agencies, research scholars as well as teachers and learners having interest in and concern for human resource development.

A.12. Limitations of Research:

Though principal input of, and highly indispensable to, the organisational growth, human factor is appreciatively fragile and unpredictable. These human characteristics tend to affect responsiveness of employees in general and executives and managers in particular.
B. HUMAN RESOURCE DEVELOPMENT

B.1. Interpolation:

A great idea is a great boon. Researchers, scholars, teachers, academicians, students and practitioners get ideas through reading and lifelong process of learning. I caught the idea of HRD research out of the changing economic scenario and study of the pertinent literature on the subject.

Back in 1985, Rajeev Gandhi, the then Prime Minister of India declared new economic policy for the first time. But it gathered real momentum in 1991 when Dr. Manmohan Singh was the then finance minister. The policy adopted by the GOI was three pronged: Liberalisation, Globalisation, and Privatisation. Since then the entire picture of Indian industries has been passing through a rapid change. Market systems, institutional functioning, social relationships, manufacturing processes, credit patterns and finance mechanisms, market, human resources and business as a whole have undergone dramatic and drastic changes. Simultaneously, structure of many organisations, scale of their operations; level, degree and nature of competition and concern for employees as well as customers have changed categorically.

Nevertheless, one of the most key factors that have been affected by the new economic policy of GOI is human resource.
B.2. Review of Literature:

"LPG required human resources with an altogether different attitude, behaviour, knowledge, skills and outlook. While the existing human resources of the organisation had tough time adjusting themselves to the structural readjustment of organisation, many business schools had to change their curriculum to produce suitable human resource."\(^1\)

According to Dr. M. Mutyalu Naidu, "India is a mixed economy and we had an inclination towards socialistic pattern of society until 1980s and all our plans emphasised the need for reducing inequalities in remuneration and also introduced upper and lower ceiling on wages. We also implemented social reservation of different categories in selection and promotion. All organisations were legally forced to improve working conditions and to offer so many benefits".\(^2\)

Dr. P. B. Appa Rao has stated that "Human resources play an important role in improving the competence of the organisation. Hence, human resources are to be developed, equipped, enabled and prepared to meet the challenges of the future. For this purpose, HRD climate has to be improved, suitable learning organisations are to be created and qualitative development of the human resources is to be aimed at."\(^3\)
role clarification, problem-solving, constructive interpersonal relationships and evaluation.

Likewise, the role of HRD has rightly been focused

Dr. V. K. Bhaskara Rao is one of opinion that “Advanced technologies will make human skills and workers’ commitment more important than ever due to closer interdependence among activities, requirements of a higher average skill level and an output more sensitive to variations in human skills and attitudes. HRD will offer many challenges to the industry for developing a highly skilled workforce through continuous training and job enrichment. It would be necessary in future to create a work environment where employees are constantly motivated to realise their full potential. The integrated role of HRD thus, becomes crucial in increasing the productivity and effectiveness of the organisation.”4

George E. Huszczo (Davies Black publishing, 1996), in his book, “Tools for team excellence: Getting your team into high gear and keeping it there” advances that team work helps organisation think through, from inception to action, the step involved in creating effective teams. He includes numerous exercises as well as case studies to help teams and team members learn and grow in their new relationships to one another and to their organisation’s work. His chapter, “Preparing organisations for Teams”, is one of the most thoughtful and complete in the literature available on team and team-work. He then, moves through preparing team members for chan e, ke com onents of effective teams.
invest in the intellectual capital of their organisations may find themselves in difficulties after some time.

Rapid technological changes and the international nature of the economy present major challenges to employee education and training programmes, more and more corporations are demanding workers with technical and specialized skills, conceptual skills, human relations skills and communication skills.

Ivy McLemore put that “Progressive companies that have benchmarked human resources effectiveness have determined that HR departments can, indeed, play a vital role in strategic planning. Business leaders and line management leaders are taking much more of the responsibility for the human resource process and looking at
it as a competitive advantage. Benchmarking also has provided HR executives with a helicopter view of the process that enables them to make changes on the fly instead of every three to five years.\textsuperscript{6}

Larry Wharton advances that “Managers especially upper-level ones, do not interact very much with customers. Customers are served primarily by front-line staff. The knowledge, and more important, the energy and dedication staff brings to customer interactions determine the quality and effectiveness of those interactions. Customers evaluate quality to a large extent on how they are treated. Certainly the products or services matter but if the interaction is poor in the customer’s view, the whole affair may get a thumbs down.”\textsuperscript{7}

He supplements that energy and dedication of staff are not functions of knowledge, training or education but of the climate established within the organisation by upper management in general and employees’ supervisors in particular. An effective climate is promoted by high quality relationships between managers and their staff. Front-line employees work their hearts out on an enduring basis only if they wish to, and this is determined almost exclusively by the quality of relationship with their immediate managers. Thus, customers are consistently served well by employees who have a valued and mutually respectful relationship with their manager. Such a relationship cannot be developed or
maintained by managers who lack curiosity about themselves and, just as important about their subordinates.

In the opinion of John F. Williams, "Human Resource should be at the core of workforce management. HR is the conduit for acquiring and retaining the necessary workforce through job satisfaction, security, compensation, training programmes, appropriate and frequent measurement of the workforce, and finally providing flexibility with respect to the values of different generations of workers. HR should also take a leadership role in employee management communications. Too often, HR is seen as a cost centre that ensures that pay roll is on time and vacation tracking is accomplished."\(^8\)

He concludes that corporate leaders including HR leaders should know that people make things happen. If the people in a corporation are supported, trusted and respected based on performance, regardless of generation gaps, the corporation will have a high propensity to exceed all expectations. HR should have, as a part of its charter, the wherewithal to ensure that these things happen throughout the corporation. One can only imagine the possibilities if these attributes were combined in one corporation.

Watson Wyatt Worldwide conducted a Human Capital Index study.\(^9\) It revealed that "where there are superior HR practices, there is higher shareholder value." There is no question that it pays to manage people right.
Organisations have long focused resources on other aspects of their companies, including infrastructure, R&D, sales and advertising etc., just to name a few. These things can increase shareholder value creation in measurable ways. Some -but certainly not all-tried to use their human capital to increase returns to shareholders. But even these companies were taking a shot in the dark, because no one could quantify which human capital programmes were linked to good outcomes.

P. Chidambaram, the finance minister of India, in his speech to the council on foreign relations, New York on October 26, 2006 emphasised that “there is an urgent need to improve the quality of implementation and enhance the efficiency of the public service delivery systems. Outlays must be translated into outcomes, and we intend to establish standards to measure the outcomes, as far as possible, in quantitative terms. If we could rise to the challenges and stay on the path of sound economic policies and fiscal prudence, I am sure, the repositioning of India in the global order would be even faster than what has already been predicted by many commentators and observers.”

Dr. M. K. Patel notes that “Human resources are the vital part of an organisation’s growth. The development of human resources carries a vital importance for the future of the organisation. Such a growth, largely depends upon the
attitude of the management and how the practice to develop the human resources in an organisation is carried out.

To day HRM/HRD is not an isolated practice of a department in the organisation. It is a force, which binds the whole organisation. It is the aspect, which solves the problems related to human resource in the organisation.”¹¹

In the words of P. Subba Rao, “HRD is mainly concerned with developing the skill, knowledge and competencies of people and it is people oriented.....HRD can be applied both for the national level and organisational level.....”¹² The GOI has rightly renamed its ministry of education as the ministry of HRD.

In the global context, it can be noted that the concept of HRD, was first of all, used by Leonard Nadler in 1969 in a conference organised by American Society for Training and Development. According to him, “HRD is those learning experiences which are organised, for a specific time, and designed to bring about the possibility of behavioural change.”¹³

K. Aswathappa holds another view about HRD. “For many people, HRD and HRM convey the same meaning. This may not be true. Essentially, HRD is a function more concerned with training and development, career planning and development, performance and potential appraisal, counseling, succession planning and welfare. HRD, therefore, is a part of HRM.”¹⁴
B.3. HRD Defined:

P. C. Tripathi regards HRD as a systems view of personnel management. He states that "HRD seems to emphasise two things: One, the human beings are the most important resource of an organisation. They are unlike other resources in that they have the unlimited potential for investment. Two, personnel management should be viewed as a closed-loop system. We must consider personnel management as being made up of certain stimuli (or inputs) received from outside, produce certain responses (or outputs). The control or steering process which returns the information from the outputs to inputs (to serve as further inputs) makes the system 'closed' (as against a 'line system' where the system, once activated, continues functioning without the altering of its activity through feedback).

<table>
<thead>
<tr>
<th>Inputs (Stimuli)</th>
<th>Outputs (Response)</th>
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<tbody>
<tr>
<td>- Company Objectives and Strategies</td>
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<tr>
<td>- Plans, Policies and Procedures</td>
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<tr>
<td>- Organization structure</td>
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<tr>
<td>- Communication, record and decision making processes.</td>
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<tr>
<td>- Environmental and social obligations.</td>
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<tr>
<td>Personnel Management Process</td>
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<tr>
<td>- Procurement</td>
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<tr>
<td>- Development</td>
<td></td>
</tr>
<tr>
<td>- Performance appraisal</td>
<td></td>
</tr>
<tr>
<td>- Compensation, integration and maintenance</td>
<td></td>
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<tr>
<td>Individual need fulfillment</td>
<td></td>
</tr>
<tr>
<td>Satisfaction</td>
<td></td>
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<tr>
<td>Organizational output: Productivity</td>
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</tbody>
</table>

Fig.3.2 HRD: A Systems View of Personnel Management
Source: P.C. Tripathi, Personnel Management & Industrial Relations, S. Chand & sons, 1991, p.45
T. Venkateswara Rao, a pioneer in the field of HRD in India, worked extensively on HRD. According to him, HRD has multiple goals. He defines HRD in the organisational context as, "a process by which the employees of an organisation are helped in a continuous, planned way, to:

- Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles;
- Develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and/or organisational development purposes;
- Development of an organisational culture in which superior – subordinate relationship, team work and collaboration among subunits are strong and contribute to the professional well-being, motivation and pride of employees."\(^{15}\)

Thus, HRD from the standpoint of organisation, is a process in which the employees of an organisation are helped and motivated to acquire and develop technical, managerial and behavioural knowledge, skills and abilities, and mould their values, beliefs and attitudes necessary to perform present and future roles by realising highest human potentials with a view to contributing to the organisational group, individual and social goals.
The definition of HRD given by T.V. Rao apparently appears to be exhaustive because it deals with the development of people at work, the types and quality of skills required by organisation for them to possess for present and future roles they have to play and their contribution to not only organisation but also other goals.

"The analysis of his definition further shows that there are three aspects of HRD.

- Employees of an organisation are helped or motivated.
- The purpose is to acquire, develop and mould various aspects of human resources, and
- They are expected to contribute to the organisational, group, individual and social goals.

This can be pictorially presented as under.

![Fig. 3.3 The Aspects of HRD](image)

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<table>
<thead>
<tr>
<th>Enabling Factors</th>
<th>Techniques OR Methods</th>
<th>Outcomes OR Contributions</th>
</tr>
</thead>
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<tr>
<td>Organizational Structure</td>
<td>Performance Appraisal</td>
<td>Organizational Goals</td>
</tr>
<tr>
<td>Organizational Climate</td>
<td>Potential Appraisal</td>
<td>Group Goals</td>
</tr>
<tr>
<td>HRD Climate</td>
<td>Career Planning &amp; Development</td>
<td>Individual Goals</td>
</tr>
<tr>
<td>HRD Knowledge and Skills of Managers</td>
<td>Training</td>
<td>Societal Goals</td>
</tr>
<tr>
<td>Human Resource Planning</td>
<td>Management Development</td>
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<tr>
<td>Recruitment and Selection</td>
<td>Organizational Development</td>
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<tr>
<td></td>
<td>Social and Cultural Programmes</td>
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<td></td>
<td>Employee Participation</td>
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3.1 HRD Ground Work:

The present day economic liberalisation followed by the GOI is tilted towards market economy and has started creating more open, transparent and dynamic environment than ever before. Under the changed scenario, the business leaders and HRD oriented managers must possess potentials to perform present and future roles meaningfully and effectively. HRD to be purposeful and result-oriented, should be based on a strong human resource planning, identification of HRD requirements and scientific recruitment and selection practices. (Vide Fig. 3.4)

Fig. 3.4 Process of HRD: Identification of Inputs
Obviously, human resource planning begins with present manpower inventory. However, its ultimate aim is not only determining present human resource requirement but more essentially to focus on future requirements about employees. This would be possible provided the HR manager is in the perfect knowledge of company long-term goals. Human resource planning will have to be followed by most scientific and dependable recruitment and selection practices. This includes designing the application blank, deliberations on various sources of recruitment, media selection, and contemplations on selection techniques such as written tests, selection tests, interviews etc. These fundamental consideration influences the analysis of roles of employees as individual members of the groups and representatives of the organisation. This in turn, will help in knowing the present and potential capabilities of employees. This will be ensured more accurately through present and potential appraisals. In the light of environmental opportunities and threats, organisational plans are prepared, which ultimately will help determine the overall organisational manpower requirements. There requirements will serve as a basis for defining future roles. These roles in turn, will be determined in terms of skills, knowledge, abilities, values, attitudes, aptitudes, beliefs and commitments of people at work. Suitable techniques to be used for developing people, are such as performance
appraisal, potential appraisal, training, management development, organisational development, and career planning, counseling and development. This will be more clear by consulting Fig. 3.5. The HRD philosophy properly applied, will serve four dimensional purposes, viz., organisational, individual, group related and societal. The HRD driven employees will be ready to accept responsibilities, welcome and adapt to change, cooperate in implementing programmes of TQM, maintain and nurture amicable industrial relations and contribute to increased productivity and enhanced profitability.

![Diagram of HRD process]

**Fig. 3.5 Process of HRD: Techniques and Outputs**

3.2 HRD Matrix:

According to Prof. T.V. Rao, there are many instruments which can be used to foster and facilitate HRD in organisations. These instruments may alternatively be called sub-systems, methods, techniques or aids. These aids may depend on management of the organisation. Any systematic or formal way of facilitating competency, motivation and climate development could be considered as an HRD instrument. The most commonly used methods are stated hereunder.

- Role analysis and development exercise
- Performance planning
- Performance analysis and review
- Performance counseling and interpersonal feedback
- Induction training
- Training
- Job rotation
- Potential appraisal and development
- Career planning and development
- Self-renewal and institution building exercises
- Stress audit and stress management
- Organisation development exercises
- Personnel growth laboratories and worker education programmes
- Quality circles
3.3 HRD Linkages:

Linkages between HRD instruments, processes, outcomes and organisational effectiveness:

HRD is a continuous process. The HRD endeavour may vary from organisation to organisation and from time to time in the same organisation.

As stated earlier, the instruments of HRD are many. These instruments generate HRD processes like role clarity, performance planning, development climate, risk-taking and dynamism in employees. These HRD processes will lead to such HRD outcomes as development of more competent, committed and satisfied people, who, by their unmatched contributions would steer the organisation towards growth. Such HRD outcomes, thus, influence organisational effectiveness. (Fig. 3.6.)

In nutshell, following explanation can be presented to highlight the linkages between HRD mechanisms and processes:

- HRD departments and HRD mechanisms are useful instruments for initiating and strengthening
development processes and culture and achieving HRD outcomes.

HRD Mechanisms of Subsystems Or Instruments
- HRD Department
- Performance appraisal
- Review discussions feed-back counselling sessions
- Role analysis exercise
- Potential development exercises
- Training
- Communication policies
- Job rotations
- ODExercises
- Job enrichment programmes
- Other mechanisms

HRD Processes & HRD climate Variables
- Role clarity
- Planning of development by every employee
- Awareness of competencies required for job performance
- Proactive orientation
- More trust
- Collaboration & team work
- Authenticity
- Openness
- Risk-taking
- Value generation
- Clarification of norms & standards
- Increased communication
- More objective rewards
- Generation of objective data on employees etc.

HRD Outcomes Variables
- More competent people
- Better development roles
- Higher work commitment and job involvement
- More Problem solving
- Better utilization of human resources
- Higher job satisfaction and work motivation
- Better generation of internal resources
- Better organizational health

Organizational effectivebers dimensions
- Higher productivity
- Growth and diversification
- Cost reduction
- More profits
- Better Image

-OTHER FACTORS
Environment, Technology, Resource availability, History, Nature of business etc.

-OTHER FACTORS
- Personnel policies, top management styles, investments on HRD, top management's commitments, History previous culture, line manager’s interest etc.

Fig.3.6 A Schematic Presentation of Linkages between HRD Instruments, Processes, Outcomes and Organizational Effectiveness
• HRD mechanisms and sub-systems should be designed keeping in view the HRD process and culture to be achieved.

• These mechanisms should be periodically reviewed to examine whether or not they are facilitating the institution of HRD processes and culture, and whether the mechanisms should be suitably changed.

• In absence of top management commitment and proper communication, the HRD mechanism will become a ritual only.

• Even when the HRD mechanisms are well designed, the top management is committed and the implementation process is well monitored, the generation and internalisation of HRD processes and culture is a slow process and they may take some years.

3.4 HRD Instruments:
As stated herein above, any well planned and systematic method or technique of facilitating competency of employees, boosting their motivation and morale and developing organizational climate could be termed a HRD instrument, method, technique or aid. Presented below is the brief discussion of each of these instruments.
4.1 Role Analysis and Development Exercises:

As parts of job analysis, job description and job specification are significant. To the extent desired, role analysis of individual employee will help improve overall efficiency. In case of any pitfall noticed, development exercise should be undertaken.

4.2 Performance Planning:

Who is going to do what and where a particular team, section, department or the organization is going to stand after some time is answered by performance planning. Performance planning is the base of performance appraisal.

4.3 Performance Appraisal:

In fact, performance appraisal includes following aspects.

- Performance Planning
- Performance Development
- Performance Analysis
- Performance Review Discussions
- Performance Appraisal or Monitoring
- Performance Rewards and Recognition.

Earlier performance appraisal was aimed at ensuring role clarity, performance planning, competency identification, development of critical attributes and skills and identification of training needs.
4.4 Performance Counseling and Interpersonal Feedback:

Depending on the style and system of the organization, a senior conducts feedback and counseling sessions for subordinates at some interval. The purpose is individual and mutual development. It could be conducted monthly, quarterly, half yearly or yearly. Many organizations at present consider feedback and counseling system as parts of their performance management system.

4.5 Induction Training:

This technique or instrument aims at helping out a new employee in feeling at ease. He or she is exposed to over all organizational environment, culture, its history, systems, procedures, products, competitors, seniors, juniors, and peers. This helps in reducing untimely turnover of new employees.

4.6 Training:

Training is the most highlighted instrument of HRD. Even today many organizations use HRD to replace training. Some organisations redesignate their training centre as HRD centre or lab.

In fact, as an HRD instrument, training should ensure development of conceptual, technical, managerial, human, and communicative skills of employees so that they can perform their present job effectively and also remain equipped to take on future jobs. Training is a tool through
which competency building inputs can be given to employees in the most systematic and effective manner. It also helps in creating lasting and self sustaining culture.

Training becomes necessary on account of following:

- Performance gaps
- In view of potential appraisal
- Technological changes
- Norms, values and cultural aspects

Importance aspects of training can be stated as follows:

- Method of identification of training need
- Role of training department
- Competency of training manager
- Preparedness of faculty
- Choice of training method
- Competency of trainer
- Time for training
- Training duration
- Selecting the trainee for training
- Conduct of training programme
- Process of evaluation of training
- Follow up
4.7 **Job Rotation:**

As a part of job change, rotation is used. It means that over a period of time, an employee should be placed on other related job. This helps an employee in sharpening his skills and hunt an opportunity for promotion. Job rotation reduces changes of job related fatigue and boredom.

4.8 **Potential Appraisal and Development:**

This deals with the assessment of competencies of an employee in relation to the job at higher level he will be placed on in future. In the words of T.V. Rao developing competencies of employee for future job is an integral part of career development.

4.9 **Career Planning and Development:**

Every employee dreams to advance and grow in terms of his career. This helps in keeping his motivation at higher level. Career planning is helping the employee to plan his career in terms of his competencies in relation to the needs of organization. Career planning helps an employee know his abilities and opportunities whereby he improves chances of handling new responsibilities successfully. Career development implies development of general, technical and managerial skills.

4.10 **Self Renewal and Institution Building Exercises:**

Employees should be provided with the environment that promotes their motivation and capabilities. Several ways and means can be adopted to boost their morale and enhance
their team spirit. This will increase their self confidence and ultimately result into institution building.

4.11 Stress Audit and Stress Management:

Stress is the most common phenomenon nowadays. It is very essential to address this problem at a right time. Periodical counseling, meeting and discussing with juniors will help in making stress audit of an individual employee.

Subsequently, steps should be taken and techniques adopted to encounter employee stress. Yoga and meditation are widely accepted and applied tools for stress management.

4.12 Organizational Development Exercise:

Change is a constant feature always. Accordingly every individual and organization has to keep pace with the change that is forthcoming. OD is a response to change. It is a collection of planned change interventions based on democratic values to improve organizational effectiveness and well being of working people. Used as a strategically tool, it can modify beliefs, attitudes and values of an organization.

The fundamental values of OD are

- Respect for people
- Trust and support
- Power equalization
- Confrontation
- Participation
Adoption of OD philosophy makes it easy to apply HRD concept. The OD process involves following steps.

1. Problems identification and diagnosis
2. Planning strategy for change
3. Intervening the system
4. Evaluation

OD interventions refer to various activities which a consultant and client organization perform for improving organizational performance through enabling organizational members better manage their behaviour.

These interventions are summarized as under:

1. **Sensitivity Training**:

   It is also known as laboratory training, T-group training and encounter groups. It is a method of changing behaviour through unstructured group interaction. Members are brought together in a free and open environment in which participants discuss themselves and their interactive processes, loosely directed by professional behavioural scientist. Individuals learn through observing and participating rather than being told. Trainer does not play leadership roles.
Objectives:

(1) To provide the participants with increased awareness about their own behaviour and how other perceive them.

(2) To provide them with greater sensitivity to the behaviour of others.

(3) To develop in them increased understanding of group processes.

(4) To make them sensitive to emotional reactions by others.

(5) To develop behavioural effectiveness in them.

(2) Survey Feedback:

Under this method, organization members are asked to suggest questions or are interviewed to determine what issues are relevant. The questionnaire typically asks members for their perceptions and attitudes on a broad range of topics, including decision making practices, communication effectiveness, coordination between units, and satisfaction with the organization, job, peers and their immediate superiors.

Objectives:

(1) To assist the organization in diagnosing its problems and developing action plan for problem solving.
(2) To assist the group members to improve the relationships through discussion of common problems.

(3) **Process Consultation:**

Process consultation is a technique for intervening in an ongoing system where the outside consultant works with individuals and groups in the organization to help them learn about human and social processes and to solve organizational problems.

**Objectives:**

(1) To bring desired change in various organizational processes.

(2) To understand linkages between various processes and objective achievement.

(4) **Team Building:**

Team building is a process of enhancing interaction among group members to increase trust and openness. If can be applied within groups or at the inter-group level where activities are inter dependent. For successful team building, following are necessary.

(1) Skills and role clarity

(2) Supportive environment

(3) Super-ordinate goals

(4) Team rewards
Chapter-3

Steps in team building process:

(1) Problem sensing
(2) Examining differences
(3) Giving and receiving feedback
(4) Developing interactive skills
(5) Follow-up action

Objectives:

(1) To understand the task of other member in the team
(2) To focus on common goal.
(3) To pool efforts in the same direction
(4) To develop cohesiveness and achieve results

(5) Grid OD:

Grid OD is based on concept of managerial grid. It focuses on two concerns - concern for production and concern for people.

In grid OD, change agent uses questionnaire to determine the existing styles of managers, help them to re-examine their own styles and work towards maximum effectiveness.

Objectives:

(1) To study the organization as an interactive system
(2) To understand the rationale of change
(3) To evaluate the style of leadership and management
Following are the steps in Grid OD process:

1. Managerial Grid
2. Team work development
3. Inter-group development
4. Developing ideal strategic corporate model
5. Implementing the ideal strategic corporate model
6. Systematic critique

Following are the other OD interventions

- Third party peace making
- Partnering
- Socio – Technical System
- MBO – Management by Objectives
- Quality of work life
- Organization mirror intervention
- Interdependency exercise
- Action research
- Role Analysis Technique
- Flextime and Flex place

4.13 Personal Growth Laboratories and Worker Education Programmes:

Workers and employees do wish to grow and develop. The supportive environment and welfare measures have to be supplemented by social and cultural interactions. Any
organization that wants to flourish must undertake such programmes.

4.14 Quality Circles:

This is a Japanese concept. Accordingly, a group or circle of employees is created. The members are chosen from different levels and sections or departments. They meet and interact at a regular period of time. The objective is to sense future problems, identify and define present problems and strive to find out solutions thereof.

4.15 Task Forces:

The underlying idea of task forces is collaborative management of the work team. It is based on the principle 'We go' and not 'Ego'. A task force consists of the members who are entrusted with the responsibility of accomplishing the given task. Even forming temporary task forces help in developing good and effective team work. It greatly facilitates group thinking and team performance.

4.16 Weekly and Monthly Meetings:

A meeting is a group thinking exercise. The purpose is to identify the problem, define it, make exchange of views and opinions, discuss alternative courses of action and find out possible solution of the problem at hand. Meetings are also convened to review performance and progress and decide future course of action. This helps every member associated, to be acquainted with the latest development and situation in a given area of work.
4.17 Managerial Learning Networks:

Quality of performance of people at lower levels is immensely determined by the team of managers at the helm of affairs of business enterprise. The top management has to be ever ready to accept changes and adapt to them wherever necessary. This demands highest quality of susceptible managerial learning network.

4.18 Other Unconventional Development Exercises:

Management development exercises can be extended in unconventional formats as well. Informal work relationships develop positive attitudes which ultimately helps increase work efficiency and effectiveness. Undertaking community and campus activities, increased participation in social celebrations and festivities help serve this purpose.

B.4 Organisational Culture and HRD:

In the words of Charles O'Reilly, "Organizational culture is the set of assumptions, beliefs, values, and norms that are shared by an organization's members." Such assumptions are the result of either internally-oriented characteristics or externally-oriented characteristics. The internally-oriented characteristics are such as beliefs, values, attitudes, feelings, opinions, personality of an individual etc. the externally-oriented characteristics include material elements of the culture such as products, buildings, dressings etc. Thus,
culture is a sum total of shared things, statements, actions and feelings of the people in a particular organization.

HRD is a philosophy and action for making organization's members more and more competent and committed. It can be applied successfully only when organizational culture is conducive to it.

B.5. Role of Management and Union in HRD:

HRD is a process of helping employees of an organization to develop their capabilities and sharpen their competences so that they could better do their jobs at present as also accomplish future assignments, locate their individual potential and contribute to the development of entire organization. It is a process of building competence, commitment and culture of the whole organization.

The task of developing HRD culture and establishing HRD as either a system or process rests on the shoulders of top management. It is the people who manage at top to link the business goals and corporate strategy with HRD. If people and corporate goal are aligned, it will be in the interest of an organization. A trade union is no more now considered as holding conflicting interest. It also has a great role to play in establishing HRD in collaboration with management that has to win its active support and cooperation in the process.
Strategies that could be applied by both are like change in or introduction of new technology, change in product, market, economization, internationalization, reorganization, rationalization, downsizing, upsizing etc.

B. 6 HRD, OD and Industrial Relations:

As stated earlier, OD is a set of all collective efforts and activities that are undertaken on democratic and humanistic values to improve organizational effectiveness and employee well being. In fact, OD is a response to change. Eternally, every thing is subject to change. Industrial organization is not an exception to this. OD happens to be the overall responsibility of top management whereas HRD appears to be the domain of human resource.

Industrial relations on the other hand, is a gamut of relationship among the representatives of both employees as well as management. It also encompasses the roles played by government and the society. Harmonious industrial relations provide opportunity to OD and that can help management in adopting HRD practice in the long run. Industrial relations are always collective in nature.

B 7 HRD Practices in Various Organizations:

The National HRD Network and the confederation of Indian Industry (CII) have been giving awards for originations that have had outstanding HRD practices. In
the opinion of Prof. T.V. Rao, such companies exhibited following characteristics.
1. Capability to cope well with leadership changes
2. Capability to cope with changes due to liberalization
3. Capability to become customer oriented and quality conscious.
4. Ability to demonstrate that they are changing and learning organizations
5. Ability to effectively use their personnel or HRD departments to initiate and manage changes
6. These organizations have also invested heavily in training and some of them have established new training centres
7. They have integrated well the personnel and the HRD functions

These organizations are L&T, TELCO, SAIL, Crompton Greaves, Canara Bank, TISCO, Petrofils Co-operative, Eicher, C-DOT, Indian Oil, Thermax, EID Parry, Indian Hotels, CMC Limited, Modi Xerox, ITC, Widia India, Marico Industries, Vijaya Wires and NIIT.

B 8 Impact of Globalisation on HRD:

The competition of focusing on people is becoming intense nowadays after liberalization and globalisation. Getting right people is making management challenging in
industrial organizations. Capital, raw materials, technology, information are no problems. Critically 'people' have attracted the attention of the concerned. Reorganizations have posed formidable challenges to HR practices. The human element, in the changed circumstances requires careful and delicate handling. People are now precondition to success of organization. Many organizations therefore, have realized this and have started investing heavily in people.
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