CHAPTER I
CHAPTER 1

MEANING AND CONCEPT OF HUMAN RESOURCE DEVELOPMENT

1-1 Introduction

With the 20th century about to close humanity finds itself at the threshold of a great adventure, which is not related to the conquest of space and time. It is the discovery of Human Resource Development Process and the realisation that this single variable of Human Resource Development (HRD) can account for all other development processes.¹

The concept of Human Resource Development is of relatively recent origin. The term HRD was first evolved in the class discussion at the George Washington University of United States of America and was formerly used in 1960 in the American society for training and development conference. By and by, it has got its momentum and it has been becoming more and more important in mid-seventies.

Human Resources are energies, skills, talent and knowledge of people which potentially can and should be applied to the production of Goods and Services.² The term development implies the existence of a goal and the progress towards the development of an employee in any
organisation would imply that first the organisation should explore his potentials and then provided him with adequate opportunities to develop those potentials which of course would be useful in achieving the organisation objectives.

The world Bank in its report (1981) considered HRD as a complementary approach to other development strategies, particularly employment and reduction of inequalities. It also considers HRD as synonymous with human development, which encompasses education, training, better health, nutrition and fertility education. The HRD improves the effectiveness and productivity of an organisation. The development of human resources has an importance which can be overlooked at the cost of survival.

In a dynamic and fast changing world, organisations also have to be dynamic. Organisation would like to grow in various ways and forms, respond to their environments and may even like to have considerable impact on them. To be able to do these they should be able to induce dynamism in employees through developing their abilities, endeavour to improve the human and organisational effectiveness through planned learning process.

Hence HRD is a process by which employees of an organisation are helped in a continuous and planned way to:

(a) "Acquire or Sharpen capabilities required to perform
functions associated with their present or expected future roles.

(b) Develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and/or organisational development purposes.

(c) Develop an organisational culture in which supervisor-subordinate relationship, team work and collaboration among sub units are strong and contribute to the professional well being, motivation and pride of employee.

1-2 Meaning of Human Resource Development

Human Resource Development (HRD) may be defined as development of people by providing the right environment where the individual may grow to his fullest structure and realises his fullest potentialities.

Meggison (1974) quoted HRD as "the total knowledges, skills, creative abilities, talents and aptitudes of an organisation's work force as well as the values, attitudes and beliefs of the individual involved." Narayan (1990) states that "HRD attempts to enable people to overcome their defects and develop their productive potential so that they are able to contribute to the ethical and harmonious growth of society, fulfil their individual needs and wants, and with pleasure too". Nadler
(1980) defined HRD as "an organised learning experience within a given period of time with the objective of producing the possibility of performance change."

There are three meanings attached to the concept of HRD. In the first place, persons working in organisations are regarded as a valuable resource implying that there is need to invest time and effort in their development. Secondly, they are human resources which means that they have their own special characteristics and therefore, cannot be treated like material resources. The approach focuses on the need to humanise organisational life and introduce human values in the organisation, and thirdly, the term human resource does not merely focus on employees as individuals, but also in other social realities, units and processes in the organisation. These include the role of the job a person has in the organisation, the dyadic unit (consisting of the person and his supervisor), the various teams in which people work, the inter team processes and the entity of total organisation.

According to Ishwar Dayal, three things are important in HRD.
(a) Ways to better adjust the individual to his job and the environment.
(b) The greatest involvement of an employee in various
aspects of his work.

(c) The greatest concern for enhancing the capabilities of the individual.\textsuperscript{10}

We may thus define HRD as a process of the development of employees through training, performance appraisal, potential development exercises, communication policies, job enrichment programmes etc. and building of an organisational climate which may encourage openness, risk-taking, role clarity, awareness of employee's responsibility, increased communication, improvement of personal policies, management styles etc. so that employees may be effective in translating their potential energy into kinetic energy and the organisation may be benefited in terms of better image, higher productivity, better utilisation of resources etc. HRD in a way involves total management and HRD to be effective, we have to introduce changes in management at all levels.

Harbinson and Myers have aptly defined Human Resource Development as the process of increasing the knowledge, skills and capacities of all the people in a country.\textsuperscript{11}

\textbf{1-3 Swan Theory - Its Relevance}

With the help of Swan theory the HRD can be better understood. In Swan theory 'S' denotes strength,
'W' denotes weaknesses, 'A' denotes attitudes and 'N' for needs.

Weaknesses

Attitudes <--- Swan Theory --- > Strength

Needs

Strength

Strength is the ability to perform a particular task, job or duty. HRD enables in increasing the strength and ability of the individuals through its different mechanism. So that it helps in exerting them fully for their own growth as well as the growth and development of the organisation as a whole.

Weakness

Weakness means deficiency or poor knowledge in a particular field, as a result of which, an individual fails in achieving the requisite objectives and also in competing with other co-workers for his/her future development. HRD deals with overcoming such weaknesses of the individuals through its different mechanism and help in achieving the desired results.
Attitudes

Attitude is a state of mind that pre-dominantly affects the working style of an employee. It may be positive or negative, favourable or unfavourable, good or bad, towards self, his family, friends, society, organisation or nation as a whole. HRD deals with how to change undesirable attitude in an individual and convert him into more purposeful, effective individual to achieve the targets set for himself as well as the organisation through co-operative efforts.

Needs

Needs are the desires or achievement motives (what individual wants to avail) of a man. Maclelland observed three important type of human need. (i) The need for affiliation. (ii) Need for power (iii) Need for achievement to motivate human beings to action. He also states that need for achievement or self actualization is the strongest and lasting motivating factor. It is observed that people motivated by the need for achievement were those who desired to be challenged and had an intense desire to be successful. Such people set prudent, realistic, though moderately difficult goals for themselves, their employee and their department.

HRD deals with recognising the needs of the individual and assist him in fulfilling those needs through
work and organisation so as to induce him in achieving, side by side the organisation target(s) with commitment.

1-4 Needs and Objectives of Human Resource Development

The need for HRD arises out of the development objectives of the organisation. Organisational planning and forecasts provided the pre-determined objectives which when development-oriented, specify the need and establish the parameters of development. It has already become an established fact that no organisation can grow and strive without the growth and development of its people. "In view of first developing changes, the Human Resource Development must be viewed as the total system interrelated and interacting without other systems at work -- the manufacturing, the financial, the distribution with which a business system function." Though the personnel policies can keep the morale and motivation of employee high, but these efforts are not enough to make the organisation dynamic and take it into new directions. Employees' capabilities must continuously be acquired sharpened and used. Secondly, while the organisation expects the employees to direct their action to organisational goals, every employee expects the organisations to fulfil his personal needs. Unless and otherwise, the organisation takes care to fulfil the personal needs of the employee, he
cannot expert himself fully to convert his capacity to work into willingness to work. Hence, arises the need of HRD, which seems to be becoming a significant aspect of work and life in many organisations and at the same time it helps in creating an organisational culture which improves the work life by overcoming monotony, ensuring better communication and creation of familiar sort of work conditions where creativity of all the members comes into full play.

An enterprise is made up of human beings together for mutual benefits, and the enterprise is made or destroyed by the quality and behaviour of its people. What distinguishes an enterprise is its human resources having the ability to use knowledge of all kind. This clearly indicates the importance of human resources in any organisation. This resource should not be allowed to perish rather conserved to reap the continued advantages out of it. It should always be harnessed through orientation in the nature of work and also to be exploited in accomplishment of duties. Hence, the main objective of HRD system is to develop and use the latent abilities of each individual by providing him with ample opportunities and scope in the organisation. This will lead to increasing knowledge, skills, capacities, and positive work attitudes and values of all people at all levels in the business undertaking. In other words, HRD aims at raising
the productive potentialities of manpower resources in any organisation thereby accomplishing the organisation's objectives to improve output, productivity and efficiency of the organisations by utilising people's mind as well as their hand.

1.5 Essentials of Human Resource Development

HRD is an effort to develop capabilities and competence among employees as well as create organisational environment conductive to the employees' development, keeping in view this fact in mind, it is essential to strengthen the HRD system. The experts and the academicians advocate the following essentials before any organisation can venture to attempt the introduction of Human Resource Development.

(a) An urge and desire on the part of the personnel in the organisation to find better methods.
(b) Requisite skills, attitudes and ability in the person engaged in (HRD).
(c) Proper support between the HRD team/deptt. and the key personnel in the organisation.
(d) Removal of hurdles and irritants from the organisation affecting productivity of the employees.
(e) Involvement of the personnel of the organisation to get a lot of unwritten information for understanding
the dynamics of the organisation for developing an HRD programme.

(f) The need for suggesting the introduction of only such indigenous methods which can be implemented by the HRD section without much cost and resistance. Besides, the need for technical consideration may also be kept in mind.

(g) Use of entrepreneurship development programme to keep continuous track of every employee and use performance appraisal, training etc. to inject/change in desired direction.

(h) Members of HRD team may possess a pleasant personality, common sense, imagination, enthusiasm, objectivity and the sense of humour required to induce change toward HRD as it has been rightly said that it is easier to change the mountains than to change the minds of the people.

(i) The HRD section must be ready to face resistance to their ideas and dispel these with facts, patience and consideration. The aim should be to develop acceptance through co-operation.

(j) The HRD section must make all the employees in the organisation understand the implications of new methods through seminars, lectures, role playing or any other methods to thwart the potential fears
amongst the employees of the proposed changes.

(k) HRD to be successful needs revolution in the total concept of management and not merely sporadic and piecemeal attempts.

1-6 Mechanism of Human Resources Development

The development of an employee would imply help to the individual through on the job coaching, counselling to guide him along the proper path, encourage him to take up responsibilities and challenges, supporting him whenever he needs the support, train him to feed some additional informations inculcate skills and bring out a change in his out-look and so on and so forth. In this regard HRD is considered as the most suitable method of developing individuals in the organisation because a cardinal characteristic of HRD that distinguishes it from other branches of personnel management is its essential inward look. It emphasises upon a continuous search of limitless intrinsic human potential. These objectives of HRD process are facilitated by the different sub-system/mechanism like:

(i) Performance Appraisal
(ii) Training
(iii) Potential appraisal
(iv) organisation development
(v) Employees' counselling
(vi) Career planning and development
(vii) Manpower planning
(viii) Job rotation
(ix) Data Bank
(x) Transfer and demotion
(xi) Interpersonal relations
H.R.D. Mechanism

Fig. I

Human Resources Development

- Recruitment
- Selection
- Appraisal
- Performance Appraisal
- Training
- Career Planning
- Institution Building
- Counseling
- Data Bank
- Job Rotation
- Follow-up
- Workplace
Rewards and incentives (xiii) Working and living conditions (xiv) Recruitment, selection, placement and (xv) Grievance redressal.

(i) Performance Appraisal

One cannot do anything with what one cannot do. One cannot achieve anything with what one does not do. One can only build on strength. One can only achieve by doing. Appraisal must, therefore, aim first and foremost, at bringing out what a man can do.\(^\text{13}\) Performance refers to the degree of accomplishment of the tasks that make up individual's job and is measured in terms of results. Performance appraisal, on the other hand, is a process that involves communicating to the employee how well he or she is performing his/her job, it also involves establishing a plan of improvement.\(^\text{19}\) Employee development seems to be getting increasingly accepted as an objective of performance appraisal in practice. It help the organisation in understanding the difficulties of its employees, exploring their strengths and weaknesses and also encourages the subordinates in shouldering more and more responsibilities and challenges by acquiring modern sophisticated knowledge in the field.

(ii) Potential Appraisal

Potential appraisal means development of latent abilities of an individual when organisation is expanding
in scales, diversifying its operations, introducing changes, capacities to perform new roles and responsibilities must continually be developed among employees. However, it looks that HRD function has a long way to go in introducing a streamlining potential appraisal systems which ensures a good match between the employees and the job. Actually what is observed is that in most of the organisations, the employees are assigned with a particular task/job since their induction. This system does not help the organisation in utilising the employees talents and ability to fuller extent so also in judging their potentiality. The system should make all the employees fit for any sort of job/work/situation. In other words, it would convert the individual employees into a complete man or a developed employee who may cope and adjust with any type of change, work situation, technology or others by fuller utilisation of his capabilities. Although behind it is that "competence tend to increase and the work interest, opportunity to use new ideas, and exerting one's effort on meaningful directions are enlarged." The system is not only an effective motivator but also an excellent developer of human power. By doing so, improved attitudes towards the work may be gained, better leadership enjoyed and new ideas adopted to improve the work effort. HRD system has the responsibility of
converting and depicting such latent abilities of the individual into action.

(iii) Training

The success of any development programme lies in a number of variables of which training is considered as vital among them. It is a process that involves the acquisition of skills, concepts, rules and attitudes in order to increase the effectiveness of employees doing particular job. Training is expected to provide the needful stimulus to initiate impulses of changes in management and will lead to improve efficiency, productivity and administrative process. Gorwals Committee (1954) has categorically stated that training is must for achieving success in co-operative sector. Training is by far the most frequently used HRD mechanism in the country. It is directly linked with performance appraisal and career development of the employee. It gives an employee confidence in handling the job assigned to him and increase the quantity and quality of output through improved work methods and skills. Employees are trained on the job or outside the job through various training programmes to enhance, develop and update their skills and knowledge. The enterprise, on the other hand, with trained personnel can afford to introduce latest techniques of cost reduction, resource allocation, material or quality control
and so on. But unfortunately, some organisations were equating training with HRD and consequently provide nothing other than training. The picture has changed a lot in the field of personnel management. HRD has no more remained as equal to training. Ever since, it was realised that the impressive nomenclatures given to training suffers from common misdirections in achieving its desired objectives, and fitting an individual into a corporate organisation, since then the word training has lost its charisma and has been relabelled only as one of the mechanism of Human Resource Development.

(iv) Organisation Development

Organisation Development is a planned effort made by an organisation, using process specialists, to create healthy and self-renewing process. By this system efforts are made to improve and aim at developing organisational health to maintain a favourable atmosphere which is incremental to higher productivity. In this system periodic surveys on the employees' attitude and morals are conducted by the experts of the organisation. As per their valuable recommendations timely and needful actions are taken to overcome the difficulties of the employees. This helps in improving upon the organisation's health and a favourable work climate. Hence, the culture so created through OD efforts may be considered in nurturing
development of human resources.

(v) Employees Counselling

Counselling serves several purposes in any organisation. It helps in strengthening the superior and sub-ordinate relationship, helps the executives to understand the limitations of his seniors and problems of his juniors, improves communications thereby facilitating quality decisions, help, employee in recognising their strengths and weaknesses and also help evaluates the impact of their decisions and so on. This would help the employees in succeeding the barriers emanating from either their ignorance or poor knowledge in the field. On the other hand, it helps the employees in designing their action plans for their own future development through the outcome of their work and improved competency.

(vi) Career Planning

Career planning essentially means helping the employees to plan their career in terms of their capacities within the context of organisational needs.\(^3\)

Career planning is concerned with identifying individuals today who can fill planned future posts. It involves anticipation so as to enable advance preparation of individuals to be ready in time for future positions. Career planning, reduces labour turnover, curtail absenteeism and ensures the retention of good people.\(^4\) It
forces an individual to look at the available opportunities in relation to the individual abilities. If an individual has a career plan, he is much more likely to experience satisfaction as progress is made according to the plan. In the HRD system, the organisational future plan for growth and progress is generally open to all. Accordingly, each employee is provided with scope and opportunities to prepare himself for future change that may so occur due to growth plan of the organisation. The ultimate responsibility for career planning and development rests with the individual. However, successful career planning results from a joint effort by both individual and the organisation. The individual does the planning after becoming aware of the possible growth plans and the organisation provides the necessary scope, guidance and opportunities. In HRD system, the managers and supervisors transmit all sort of growth plans of the organisation to their subordinates and assist them in preparing and planning their future career within the organisation. Thus in HRD, it is considered as an aspect of managing people to obtain desired results.

(vii) Rewards and Incentives and Others

Rewarding employees' performance over and above their normal salary and wages is considered as an important task of the HRD. In any organisation, the managers and
workers have similar motivations, although the manager controls the means of achieving need-satisfaction at work and each employee seeks self development to go as far as possible on his own ability. But frustration, slow work and depression come in the way of need satisfaction. One way of eradication of such frustration is reward to the efficient and 'active workers for their work which may be termed as incentives. It is an objective goal which is capable of satisfying what we are aware of subjectively as a need, drive or desire. On the other hand, it is concerned with more effective utilisation of manpower at all levels, which is the cheapest, quickest and surest means of increasing productivity.

In HRD system, side by side with the provision of financial and non-financial incentives, the employees' performance is rewarded with the help of special increments, printing photographs, appreciation certificates, different advance privileges and things like these. Reward may be given to the individual as well as to the teams, sections, departments, and other units for their better performance.

(viii) Working and Living Conditions

The conditions under which the workers work and live, assume the form of another important factor contributing to workers' satisfaction or otherwise and
consequently the job satisfaction. In order of priorities, it comes next to the earnings of a worker in Indian context. For an employee to be able to work at his best, it is necessary to understand that inadequate working and living conditions produce adverse mental and physical effect on the employee ultimately causing decline in his efficiency.

The HRD system takes care of employees' health and well-being of their family by providing them with better working and living conditions which generally promotes a healthy atmosphere of development and motivation among employees.

(ix) Transfer and Demotion

Like promotion transfer is used to place employees in position where they may get greater job satisfaction and contribute their best efforts to the organisation. Yadder and Associates have defined transfer as a lateral shift causing movement of individuals from one position to another usually without involving any marked change in duties, responsibilities, skills needed or compensation.

Demotion refers to the lowering down of status salary and responsibilities of an employee. It is used as a punitive measure where there are serious breaches of duty, on the part of employee or inability of an employee
in the present post. Demotion is defined as "the assessment of an individual to a job of lower rank and pay usually involving lower levels of difficulty".

(xi) Data Bank

The awareness of HRD has coincided with a sudden acceptance of computers in not only industry, where the debate has been ranging for thirty years, but also in Government. This has enabled the computerisation of human resource data. The data bank and its use for drawing lists for training, rotation and promotion are becoming the norm in Government. There may be a lack of system, discipline and attempts at manipulation, but the system is now available.

(xi) Employee-Employer Relations

Since management essentially consists of getting things done through the effort of other people, the type of relationship existing between people in an enterprise is the most important single factor in determining how effective that enterprise is. Industrial relation includes recurring effective and willing co-operation from employees and reducing conflict between employers and employees. It helps inculcating the favourable environment for the development of human resources."
(xii) Recruitment, Selection and Placement

Suitable number of candidates who are qualified to meet establishment standard for work and for conduct. By applying tested procedures in their early stages of employment process management can do much to ensure that each new employee understands how he can best contribute to organisational goal and is willing and able to do his share as a participating number. A suitable placement is one which a new employee finds that this is a good place to work and proves that he is willing and able to meet high standard to function effectively among other employees in a small work group. 33

(xiii) Manpower Planning

Manpower planning is a technique of correcting imbalances between the manpower demand and manpower supply in the economy. Such imbalances can create either the problem of unemployment or shortages. Both situations are dangerous and suicidal for the socio-economic development of a country. Thus, it is necessary to plan the long-term growth and development of highly skilled manpower to avoid the evil consequences. Manpower planning is not only concerned with the balancing of the demand and supply of different categories of manpower, but also with overall development and utilisation of manpower resources in a country. 34
Thus manpower planning is the key-stone in the arch of personnel management. Manpower planning can help the organisation in the development of uniformity and consistency, designing tools of personnel appraisal and developing the standards to avoid the impact of pressures. This would lead to effective and sound decision making relating to personnel in the organisation.

(xiv) Job Rotation

The move away from purely generalist training, an history, constitution, procedures etc. towards specialised training, has also made possible more purposive rotation and transfer. The earlier concept of jack of all trades generalist who can handle any assignment is giving way to better fitment of role and person.

1-7 Implementing of Human resource Development Programme

It is very important to know how to implement an HRD Programme. Human resource Development involves all the aspects of management but we will concentrate only on important ones:

(a) Commitment
(b) Specific Action Plan and Strategy
(c) Building Morale and Motivation among the members of an organisation
(d) Counselling and Mentoring
(a) Commitment

HRD can come into practice only when personnel in an organisation both at the top and lower levels have understood the implications of HRD and desire its introduction from better performance. Such understanding would result in commitment. No organisation can develop until and unless the personnel working in the organisation are committed to achieve its ideals.

The future of the public services is in the hands of its members who must strive for creativity, academic excellence, and pursuit of excellence of service in their professional activities. Faith in the top administrators about their work would generate sufficient energy to get the co-operation of entire staff in an organisation as faith is contagious. Staff members would try to make use of the management techniques to promote efficiency in such congenial environment. In this way we would be able to create a climate of creativity and optimum performance. Such a situation would generate a chain effect.

Thus, we find that the system of public administration and management is not conducive to reaping the benefits of development. It would be of great use if the organisation could make use of modern management techniques to optimise performance. For the use of these techniques, so that can use them and make a definite impact
on productivity.

While personnel administrator's set of beliefs and premises may be either obvious to him or below his level of awareness, he does in fact function on the basis of some theory, if only in the sense of a rationale that determines his view of how work is to be done and how people relate to one another in the work situation. Whether this theory is acquired by conscious study, by induction from experience, or simply by unconscious absorption from the organisational setting in which the administrator works, it shapes the decisions and actions that constitute visible administrative practice.

Thus, it is important for personnel administrators to undergo courses in personnel administration to keep themselves abreast of the theory and practice of the subject. Refresher courses should be given to those administrators who have been once trained so that knowledge of the latest of advanced techniques can be imparted to them. Waldo concedes that "public administration presently is given responsibility beyond its knowledge and power, beyond the authority it can command and the virtue it can summon". Therefore, the personnel departments should have professionally qualified and experienced personnel to ensure optimum use of capability of personnel.

"The rewards of the administrator may not be public memorials, religious rites and a pleasant journey to the Island of the blest. For those things he should care not at all. His satisfaction will come, even if he fails, from having seen and attempted one of the most difficult works of the mind and one of the most challenging human tasks".

(b) Specific Action Plan and Strategy

There is a need to develop a time-bound plan to implement the proposed changes within the time frame. We may use here techniques like PERT/CPM. There is a need to design the strategy in terms of goals and objective.

(c) Building Morale and Motivation among the members of an organisation

The most important task of an organisation must be to give abundant and constant evidence of its belief that personnel in an organisation are the key to development. This requires proper motivation of the employees. Motivation is of utmost importance as it constitutes the base for the management functions of planning and organising. The personnel of a department must devote considerable time and effort in planning for
and achieving high level of motivation and morale. It has been noticed that the performance of the personnel either as individual or members of a group is less as compared to their capabilities in terms of skills, abilities and capacities. Finer, for example, states that demonstrated performance generally never exceeds more than fifty percent of the individual's ability to perform. Most individuals tend to balance their efforts around an assessment of relative costs (time and energy) and benefits. A climate of creativity must be developed and maintained by management.

(d) Counselling and Mentoring

The main purpose of HRD is its acceptance by all the employees. The main purpose of counselling and mentoring is to help the employees scientifically to realise their potential, their strengths and weaknesses. It also helps them in sharing and discussing their tensions, conflicts, concerns and problems. The management may devote time to educating the employees and this should continue permanently with the process of (i) Training (ii) Administrative reforms (iii) Interpersonal Relations (iv) Recruitment (v) Performance Appraisal (vi) Career development (vii) Manpower planning.

Besides, HRD must develop team work which would raise the morale and efficiency of the personnel.
"Teamwork requires, among other things, that the members have an image of their own team-mates, which coincides as precisely as possible with reality. In addition, each member must have a self-image which adjusts to reality as must as possible and thus coincides with the image the other members have of him."

1-8 Prerequisite for a Successful Human Resource Development Programme

1. Top Level Commitment

Top executives need to devote considerable time for HRD. The subordinate will be observing as to how the top management is reacting to HRD. If they observe that due to some reasons enough weightage is not given to HRD, they to would withdraw from the activity.

2. Plan for Utilisation of Manpower Skills

As a result of HRD, new skills will develop and employee's development will take place. If the employee finds than he cannot use his knowledge, he may feel frustrated, and he may resign and join some other organisation where he can use his knowledge.

3. Conditions for Growth and Development

The management must ensure to create conditions for the growth and development of its employees.
4. Investment in Programmes

The management has to invest time, finance and energy in programmes to make organisation role a source of learning and enjoyment.

5. Openness and Trust

There should be reasonably good degree of openness and trust in the organisation and preparation on the part of management to create more openness, trust and mutuality among employees.  

1-9 Relevance of Human Resource Development

Human Resources Development has gained a considerable importance both in developing and developed nations of the world. In developing countries the need for HRD has been felt both as a means of development and as an end of development. "The economic miracle of Japan and more recently that of Newly Industrialised Economics (NIE) of East Asia, has thrown a sharper focus on the pivotal role of human resources in development programmes".  

In the past decade, our country has experienced significant changes in our society brought about by technological advancements, social alternations, economic influences and political pressures. But the development of human factor either in different organisations or in the nation as a whole had failed to receive its due share in
the growth strategy of the country, though the country alone constitutes 15.9% of the total world population, while the whole of the developed nations cover 50% of the total population, still the achievement in the field of HRD is very meagre as compared to the developed nations of the world. It was a sorry state of affair that we were even able to export top intellectuals in various fields to other countries but failed to utilise their services for the development of the country. In fact since long, little effort has been made in our country to improve the quality and attitudes of the manpower towards the management. The business environment prevalent in our country is more conducive for the producers than the workers. The word HRD was considered more like a political slogan leading to disillusion rather than other tangible result either at organisational level or national level. Perception of HRD was not clear and even vary so widely that some people view it as merely recruitment while other perceives it as purely imparted training.

But gone are those days, we are no more traditional in our approach. The miracle change so noticed by other countries due to adoption of HRD process provided us more impetus and pressure to seriously and sincerely carry out HRD practices in our country. A result it was urgently felt to go for and formulate a clear cut for
farsighted national policy on HRD 'when it is considered as a life-long, whole time career programme and not merely a narrowly conceived, one time, short period work place phenomenon, it should aim at generating an innate capacity as well as demonstrable capacity to face the future, to overtake events and to time turbulence in an effective manner.' Hence, emerges the need and importance of HRD in our country, which has become an important issue in many organisations and even with the Government. Keeping that in view, the Government of India also created a separate ministry of HRD under the control of a full-fledged cabinet minister.

1-10 Human Resource Development in Banking Sector

Many organisations have set up HRD system. For instance HRD in the State Bank of India and in all its circles and central offices was set up in 1979 to meet the new challenges of growth and diversification. The HRD philosophy for the Bank is a continuous process, a movement and direction to enable every individual, as a member of an effective team and the State Bank Community, to realise and activate his potential so as to contribute to the achievement of the bank's goals and derive satisfaction there from. The objective of HRD in the banks are:

(a) To create a climate of openness and trust
(b) To build a collaborative culture in which everyone is an important member of an effective team.

(c) To bring about an integration of the individual and organisational goals.

(d) To promote human capabilities and competencies in the organisation.

(e) To improve the quality of life.

(f) Help the employees to overcome his weaknesses and improve over his strengths and thus enable him to improve his performance and that of department.

(g) Contribute to the growth and development of the employee through helping him in realistic goal-setting.

(h) Help in creating a desirable culture and traditions in the organisation.

(i) Help in identifying employees for the purpose of motivating, training and developing them.

(j) Generation of significant, relevant, free and valid information about employees.
References


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22. Report of the All India Rural Credit Survey Committee, Govt. of India (1954), p.228.


34. Antonio Ordonex-Plaja, Team Work at Ministry Level, in World Health, p.170.


