2.1 AN OVERVIEW OF HRD

2.1.1 Background:

India is known for its over population but just having ample manpower is not sufficient for producing results. The available manpower must be utilized in a disciplined manner and towards desired direction, and for this purpose the proper need based training is required. The importance of Human Resource Development (HRD) is now being increasingly realized in the entire sector in general and in particular in the fast growing corporate public, Private and cooperative sector in the light of globalization and new economic policy. In corporate sector, the problems of getting competent and relevant people, retaining them, keeping up their motivation and morale, and helping them to both continuously grow and contribute their best to the organizations, are becoming more and more important and they are trying to deal with such problems. In Govt. sector also such problems are getting attention but still not handled properly, may be due to typical systems in operation. Today the most important issue is to handle the changes in the social climate, values and norms, changes are also seen in the employees who join the organization today, and here the role of HRD is very important.

The term HRD (Human Resource Development), for the last few years, has almost become a fad, many companies used Manager – HRD for various tasks other than HRD. But now the situation is changing and today, the concept of Human Resources Development (HRD) is considered seriously by most of the medium and
large-scale industrial organizations, to keep the organization competent and forward looking. There is an increasing awareness that employees too undergo value addition: that, they are important in giving quality products. Hence, there is a paradigm shift i.e., from purely a labor point of view, to a resource point of view. The current situation has given a needed push for the promotion of the “HRD CONCEPT”.

The main function of HRD is to get the best output from the employee without harassment but with positive support to him/her. Human Resource Development (HRD) aims at the promotion of all well being of individuals, families and societies. It deals with creating conditions that enable people to get the best out of themselves and their lives. Development is a never-ending process. As people develop them in new directions, new problems and issues arise and loop continues. According to HRD concept, more broadly you think about anything, the more insights you will have, the more creative you will be and the more valuable you will be to yourself and your organizations.”

Leon Nadler, who is normally attributed to have first coined the acronym HRD, along with D-Wiggs, according to them, the development, is concerned with providing learning experiences to employees, so that they may be ready to move into new directions that organizational change may require. HRD is recognized as an important tool for corporate strategy, integrating the conceptual values with human values. Strategic thinking by the organization is essential to their development and survival. Hence HRD must become an integral part of the business strategy. HRD systems and objectives which concern the organization are: specific mission and
objectives, progressive mission and incentive packages, reward for punctuality in attendance, healthy interaction with trade unions, etc. The total emphasis is laid on the concept of trust as a major lubricant to the total dynamics of man and machine, worker and manager.

It is well accepted that our strength is our people. We need to that our organization is getting people involved in the day-to-day operation of the business. One of the most exciting parts for us is to see supervisors and managers let go and employees take responsibility or to see the group dynamics when things take off and go by themselves and everybody wonders why we didn't do this before. It's that experience, you see that spirit, we get beyond all the barriers and the issue becomes what's best for the organizations.

From the point of view of any organisation the most important issue is of performance and hence performance appraisal has become the key factor in the most critical issue in training and development of employee. Companies of all types and sizes are aspiring to become high performance organizations. Performance is measured in terms of progress toward specific business goals and also relates to how employees achieve the targeted results. It is also considered as 'desired output' from the employee.

To have the required performance, some kind of special efforts/solutions are necessary. One is training design and non-training solutions- known as "interventions". Non-training interventions can be structural issues, such as
reporting relationships or policies and procedures; process issues such as workflow or job design; technical issues such as the use of computer hardware or software; and organizational issues such as vision and mission, values, operating strategy, or rewards and incentives. So for better performance both training as well as non-training interventions are required.

In ASTD Models for Human Performance Improvement: Roles, competencies and Outputs, William J. Rothwell defines human performance improvement as a "a systematic process that links business strategy and goals – and workers abilities to achieve them - with a variety of interventions, including education and training." Human performance improvement typically involves the HRD specialist in analyzing the current versus the desired level of employee performance, identifying the causes for the "gap" between the current and desired performance, and determining the appropriate solution(s). Performance solutions frequently involve training, but may encompass any number of other interventions as described above.

All the organizations, may be Govt. or Pvt., Must focus on performance of the employee. Training solutions are especially beneficial for improving performance, particularly when the work is directly linked to meeting specific organizational needs or goals. The importance of employee learning and learning quickly, to a company's long-run viability means that workplace learning is becoming a significant strategy. As we have seen in the chapter of introduction,
HRD is not a new concept; it is a refined bunch of practices of the traditional ways of man-management and this approach is proactive and not reactive.

2.1.2 Recent History of HRD India:

Around 35 years ago we started hearing about the term called HRD, in India. 30 years ago, the emergence of a new HRD concept and culture was felt in our country with Prof Udai Pareek and Prof. T.V. Rao heading the movement. What started as a "Review Exercise of the Performance Appraisal System" for L&T by two consultants, Prof Udai Pareek and Prof T.V. Rao from the Indian Institute of Management, Ahmedabad (IIMA), resulted in the development of a new function called the HRD Function.

Human Resource Development as an activity / function, has got pushed in India very indigenously from the year 1975 when L & T Company conceptualized HRD as an integrated system and decided to separate it from Personnel. Since then, in the last 30 years most organizations have started new HR Departments or redesigned their Personnel and other departments as HRD Departments. Now many are having high expectations from HRD. Ideally, HRD requires well-structured function and appropriately identified HRD systems, and competent staff to implement and facilitate the change process.

In the early seventies L & T company, in association with IIMA the reviewed all aspects of its operations. In 1974, the consultants studied the
organization and prepared a new integrated system called Human Resource Development (HRD) System. This was probably the first of its kind in India. The new system clearly established the linkages between the various personnel related aspects such as performance appraisal, employee counseling, potential appraisal training, etc. Prof Pareek and Prof Rao presented an approach paper to the top management on the new ideas and this was accepted. The Company wanted the implementation also to be done by the consultants, as it was not sure that enough expertise was available on the human process within the organization. The consultants however felt that L&T managers had enough competence and insisted that an internal team undertake this task.

Thus, an internal team with the help of the consultants undertook the work and this was very satisfying. Based on the recommendations of the approach paper, a very high level role was created at the Board level to give a greater thrust to the new system. A separate HRD Department was created. A high level internal team headed by a General Manager, monitored the progress of implementation of the new system initially, which was subsequently handed over to the HRD Department. The HRD system has since then been reviewed from time to time and improvements made, retaining the basic philosophy. The original consultancy reports of Dr. Udai Pareek and Dr. T.V. Rao have shown the seeds for this new function and new profession. This pioneering work of Dr. Rao and Dr. Pareek lead later top the establishment of HRD Departments in the State Bank of India and its Associates, and Bharat Earth Movers Limited in Banglore in 1976 and 1978.
The first HRD workshop to discuss HRD concepts and issues was held at IIMA in 1979. Several chapters of the book, which was later published by Oxford & IBH as "Designing and Managing Human Resource Systems" were distributed in this workshop. This workshop was the beginning of spreading the HRD message. In subsequent years beginning 1980 a series of workshops were held to develop HRD facilitators both at IIMA and in the Indian Society for Applied Behavioral Science (ISABS). IIMA workshops focused in the conceptual parts and ISABS on experimental part. As HRD started growing Larsen & Toubro institutes a HRD Chair Professorship at XLRI, Jamshedpur. Dr. T.V.Rao moved to XLRI as L&T Professor in 1983 to set up the Centre for HRD. Subsequently, a National Seminar was organized in Bombay during February 1985 jointly by XLRI Centre for HRD and the HRD Department of Larsen & Toubro. The National HRD Network was conceived during this seminar.

The first HRD Newsletter was started consequent to this seminar by the Centre for HRD for XLRI and was sponsored by L&T. The National HRD Network took shape and became a large body with about 20 chapters in the subsequent five year period. The National HRD Network was nurtured by IIMA and XLRI on the one hand and by the corporate sector on the other. The National HRD Network later gave birth to the Academy of Human Resources Development. This is the first family tree of HRD in India."1
2.1.3 Basic Concept of HRD:

HRD is to have the best from the employee so that due to his best contribution the organization will progress. The concept of HRD aims to keep the employees of organization continuously competent. Therefore, a conceptual framework, which provides to foresee problems would be useful, i.e., a pro-active model, rather than a reactive model would be relevant. The concept of HRD should be considered as a philosophy within which HRM should act along with the strategies of HRD. The term / concept of HRD is now well accepted by all the Management Officials in Corporate, Government and NGO sector. All have realized that HRD is only way to increase the output of a person in a country like India.

To understand the concept better the following Porters and Lawler's model of work motivation can help us. (By – T V Rao)

A model of work motivation was used to develop the conceptual framework with modifications. The following Porters and Lawler's model of work motivation was chosen for this purpose.

(i) Porter and Lawler's Model of Motivation in brief:

(ii) The development of the model.

Assumptions:

The author holds the assumption that human beings strive towards maintenance, enhancement and actualization of self on the lines of the Humanistic model of Psychology, which is basically necessary for proposed HRD perspective. Secondly, under normal conditions, the individual behaves in rational and
constructive ways, and chooses pathways toward personal growth and self-actualization (Coleman J.C., 1976, p 66-67). These assumptions, though not explicitly stated in the Porter and the author as implied and also necessary for successful HRD practice feels Lawler model. (Rao T.V., 1996)

Model:

Individual effort / work behavior is taken individually as well as the individual's effort in a work group / team. The basic moderating variables considered from the individual point of view, are ability, personality, and role perception and from the sociological point of view - team and Family which has a bearing on individual effort. Performance in terms of work output or results is the end product. An individual, individually and also as a member of a team, experiences rewards of both extrinsic as well as intrinsic in nature.

Depending upon this, they experience either satisfaction or dissatisfaction. This either strengthens the perception of the value of rewards, and also the probability of achieving them. In the HRD process, the primary aim being to keep the employees continually competent, this model gives and insight into the various factors at play. It points out the different variables and their effect on performance. The model envisages a problem solving approach to maintaining HRD climate within the organization. The ultimate end as given in the model is that by utilizing HRD interventions strategies, the individual and the team should be helped to
achieve satisfaction from work, as they contribute to achieving the goals of the organization.

**Working with a HRD Perspective:**

There are different stages as mentioned in the model such as:

- Problem identification stage;
- Diagnosing stage
- Selecting a suitable intervention
- Implementation
- Evaluation

The identification of the problem starts with assessing the satisfaction levels. This gives a measure of understanding the problem. Similarly much is dependent on diagnosis stage, since the problem may be organizational, or due to a Training and Development need, or due to person related problem. Thirdly, selection of a suitable intervention strategy to address the problem is important. It may vary from finalizing Training Programme to opting for an O.D. Programme. There are several strategies such as Performance Appraisal; Counseling etc. methods can be used depending upon a case-to-case basis. Fourthly, a favorable climate is a must before implementing any strategy. This can be brought it by discussing with key persons at regular intervals to build in consensus. Lastly, an evaluation of the effect in the filed and HRD intervention can be used.
<table>
<thead>
<tr>
<th>Factors / Areas of Problems</th>
<th>Possible ways of resolving</th>
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<tr>
<td>1. Person / Training and Development Based</td>
<td>Behavioral Development</td>
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<tr>
<td>a) Role Perception</td>
<td>Programme / Case Work</td>
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<tr>
<td>b) Personality</td>
<td>Work</td>
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<tr>
<td>c) Family</td>
<td>Behavioral Development</td>
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<tr>
<td>d) Team</td>
<td>Programme / Case Work</td>
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<tr>
<td>e) ABILITY</td>
<td>Work</td>
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<tr>
<td>Organizational Based Factors</td>
<td>Counseling / Case Work</td>
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<tr>
<td>Organizational Context</td>
<td>Group Work / O.D. Methods</td>
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<tr>
<td>b) Job Content</td>
<td>Training Programme / Performance Appraisal, Coaching, etc.</td>
</tr>
<tr>
<td></td>
<td>Reviewing the climate and addressing each issue</td>
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The model envisages a problem solving approach to maintaining the HRD climate within the organization.

Roles:

The HRD professional may have to play different kinds of roles i.e., (i) Consultant (ii) Facilitator; (iii) Counselor and (iv) Trainer

Implications of this Model:

The primary implication of this model is that HRD is construed as a philosophy, and the intervention strategies as methods used in resolving particular problems. It is felt that the functions of a HRM Manager assume significance within this philosophy.

Secondly, the Humanistic perspective it portrays of individuals, the Humanistic model promoted by Maslow, Carl Rogers and others, stress a positive view of human nature and potential as cited earlier. Now, this perspective is very much essential for building an HRD climate. the model presents that Ability, Personality, Role Perception and also Family are the moderating factors.
2.1.4 HRD At Macro Level:

HRD at Macro level means the broad meaning of the concept. In broad sense of the term, HRD includes many human aspects such as Health, Education, Food, Knowledge, skills and so on. There is lot of ambiguity about the meaning of the term human resource. One school of thought says that all the human beings are not the resource. If all human beings were the resources, the poorest countries in the world would not be the countries with maximum number of human beings. Human beings can be resource only when they have productive uses. In a broad sense human resource denotes, energy, skill, talent, knowledge and attitude of the human beings. On the macro level human resource development has a much broader meaning. It not only includes training and education; it includes other developmental inputs, like health, nutrition, family welfare, housing, etc.

Because of steep rise in population, human resource has been under-rated. Without proper development, human resource has little value. While commenting on HRD policy, a author Manorama Kaul has commented --

"When we consider HRD strategy for the Five Year, implication of this fact is that there has to be a planned shift of population from low productivity sector to higher and there has to be special efforts for HRD in the rural sector. Also it is important that if we have to achieve a qualitative break-through in HRD, a higher proportion of our plan outlay has to be on HRD. Investments on education, R&D and medical are vital components of HRD."
HRD should be treated as an integrated concept. It promotes the development of all people and is not limited to any section or sector. It deals both with the process of competency development in people and creation of conditions (through public policy, programs and other interventions) to help people apply these competencies for their own benefit and for that of others.”

(by Manorama Kaul, 2001)3

2.1.5 Strategy under Ninth plan:

Human Resource Development has been one of the major thrust area in 7th, 8th and 9th plan and now in the tenth five years plan. The main focus of the tenth five Year is growth with equity having 4 dimensions which are quality of life of citizen, generation of productive employment regional balance and self-reliance. There is a need for strengthening the training institutes. Knowledge workers are becoming crucial in this global and competitive environment. Training is a core and necessary input in the development of employee and individual. For that selecting suitable strategy is a critical issue. The possibilities are classified under six main headings :” (by Manorama Kaul, 2001)

(i) Training on the job.
(ii) Planned organization experience
(iii) In-house courses
(iv) Planned experiences outside the organization
(v) External courses
(vi) Self managed learning.
2.1.6 CONCLUSION

Considering all the above mentioned points, it is very clear that now we must concentrate on the development of the capacity of our Human Resource. Just having human resource available is not sufficient but such manpower must be properly developed by proper training and all the required facilities to them. Also the training or facilities are important but at the same time the frequency of training and flow of facilities is equally important. The best example of this, we can find in China, they have fully concentrated on the Human Resource of their country and today making use of the same they are trying to control the world market. We can also do this by way of disciplined plans and methods.
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Selected Websites

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http://www.successfulmanagers.com