CHAPTER 2
HUMAN RESOURCES DEVELOPMENT

2.1 INTRODUCTION

Organizations are managed and staffed by people. Without people, organization cannot exist. Human Resource Management (HRM) as a distinctive approach to people and organization management established itself in developed as well as developing countries. The challenge as well opportunity stem from the people-related problems that arise within them.

Human Resource Management plays a significant role in the management and working of every organization. It provides leadership and direction of people in their working relationships. The development, allocation, utilization and conservation of human resource through their gainful employment is a continuing, inevitable process. The primary responsibility of HRM is to conserve manpower and to aid workers in making the best possible application of their services. Managing people at work – the planning, direction and control of human beings in employment – is a function that must be performed diligently, efficiently and effectively as the success of every management endeavour depends upon the effective management of people. Effective management of people, thus, is key to the success in all organizations. No matter how well a project is conceived, how large its investment, or how advanced its technology, the success of the organization in the ultimate analysis would depend on the quality and performance of its people.

According to Rao et al (1994) HRD is a process of enabling people to make things happen. It deals with the process of competency development in
people and creation of conditions (through public policy programmes and other interventions) to help people apply these competencies for their own benefit and for that of others. The competencies may include knowledge, skills, attitudes and values. The competencies also may deal with any field namely, agriculture, industry, science, technology, management, various professions (like medicine, law, engineering, teaching), social development including disability rehabilitation, etc. The capabilities may be developed in individuals, groups and communities or collectives. In other words, it needs to develop the people including their physical, intellectual, emotional, social, moral, political, spiritual and all other forms of development in people. People cannot function and make things happen unless they are physically developed, healthy and free from disease.

UN Report (1992) defines human resources as "the totality of skills and knowledge available to any given society as well as the prevailing attitudes and resourcefulness of members of that society to manipulate natural and physical resources towards the production of socially and economically valuable goods and services".

Some agencies and writers view that human development is a much larger and encompassing concept, while HRD is limited to the skill development and knowledge acquisition often demanded by organizations for employment purposes. However, such a distinction is slowly disappearing with the realization that the broadness and all inclusive nature of HRD concept depends on the context in which it is used. Lorraine Corner (1991) suggests that in the Asia Pacific context HRD is used in three senses: "The first adopts a supply-orientation and uses the phrase as a synonym for manpower planning and development. This approach emphasizes the contribution of human capital to economic growth. The second emphasizes, 'quality of life' which is considered as an output of development. In this approach HRD is defined as social development particularly at the individual and social level. The third is an integrated view combining the first two
approaches and seeking a complementary between economic and social development."

2.2 EVOLUTION OF HUMAN RESOURCES APPROACH

Business organizations in early twentieth century have been modelled on the principles of the classical school with the original ideas based on the theories of Frederick Taylor, the father of scientific management, and Max Weber, the father of organizational bureaucracy (Etzioni, 1964). Together, their views produced organizations with multiple levels and functions, extensive division of labour, hierarchical chains of command, and exacting rules, procedures, and policies for guiding behaviour. Employees were not given adequate opportunity to put their ideas and their role in decision making was rather dismal, which was the domain of the managers only.

However, in the 1920s and 1930s, the concept of management underwent a sea-change, when the Hawthorne Experiments (Mayo, 1933; Roethlisberger and Dickson, 1939) gave the theory that forces other than fatigue and objective job characteristics had definite influence over the productivity of the employees and organizations were in fact complex social systems. It propounded that output was affected not only by a job's scientific design, but also by social norms, informal groupings, management-employee communications, and the intensity of employee involvement. Superior performance was linked to high levels of employee satisfaction; satisfaction, in turn, was tied to such non-economic factors as a sense of belonging and participation in decision making.

These findings helped launch the human relations movement, which flourished in the 1950s and 1960s. It was soon followed by the human resources approach (McGregor, 1960), which reinforced the idea that employees were capable, intelligent actors and further specified management’s role in leading and directing them. The focus was then on the creation of conditions such that the members of the organization can achieve
their own goals best by directing their efforts toward the success of the enterprise. High commitment work systems were developed based on the human resources approach. Employee motivation and job design were considered as significantly important for organizational effectiveness.

Frederick Herzberg's (1959) theory of “motivators” and “hygiene factors” distinguished the sources of job satisfaction from the sources of dissatisfaction. Herzberg went a step further in this direction by advocating the approach of job enrichment that drew on these distinctions.

Hackman and Oldham (1980) identified five core functions of a job that were linked directly to motivation: skill variety (the range of skills that the job required), task identity (the extent that the job involved completion of a whole task or an identifiable piece of work), task significance (the importance of the task, including its impact on other people and its links to organizational performance), autonomy (the amount of freedom, independence, and discretion that the job permitted), and job feedback (the amount of information provided directly to employees about their effectiveness).

British researchers at the Tavistock Institute of Human Relations developed an even broader approach (Trist, 1981). Rather than studying individual jobs, they were focusing on entire work systems. During the 1960s and 1970s, the human resource strategies were revamped under the banner of “quality of work life”. There was strong belief that eliciting employee commitment will lead to enhanced performance (Walton, 1985). The quality movement gained strength and took firm hold in the 1970s and 1980s.

No single event or publication marks its birth. Instead, it is the culmination of earlier trends, a weaving together of the best thinking on employee involvement, shared decision making, and worker self-management. The seeds were planted by the human relations and human resources movement, and the conceptual foundations were provided by socio-technical systems theory. (Cummings, 1978).
Participative work designs (Cherms, 1976), open systems, autonomous work groups, enriched jobs, shared power, information and rewards, equity and equality are the core principles for the most high-commitment work systems.

2.3 HUMAN RESOURCE DEVELOPMENT – AN INTEGRATED APPROACH

Human Resource Development (HRD) is a relatively new term used and has become common in organizations and the business set-ups. HRD has again to do with learning new practical skills to perform a certain task. In today's fast changing environment we are constantly challenged to adapt ourselves to new situations and conditions. Further, the pressure and competition to be more efficient and productive is mounting day after day and we have to find ways and means to cope with such challenges. HRD is a function whose objective is to enhance the competitiveness of employees through improvements of their knowledge, with the aim to reach the organizational objectives.

Armstrong (1992) has defined HRD as a set of processes for developing people at work which should be linked to business strategy and integrated with other major business processes such as supplier management or purchasing. The quote has clear indications, that we need to integrate or link any intervention of human resources development to the ultimate goal of the business. Without this link any further development of staff would be a waste of resources. Human resource development is the means to prepare the workforce of an organization or business for future tasks and jobs in an integrated manner to achieve the goals of the organization. The expected results of human resource development is an increased productivity but at the individuals level it should be related to job satisfaction and improved work life. Human resource development activities should not be an end in itself but the means to future competitiveness. How Human resource development
must be aligned to the organization's long-term goals to support a competitive position of the organization?

A number of contingent factors influence the process of human resource development in an organization which include the organization's history; organizational size; organizational structure; the nature of the output or service; the employer's philosophy on HRD and the management style; the organization's geographical location and dispersion; the diversity or heterogeneity of its activities; and its ownership. As per Tyson (1979) and others (Torrington and Mackay 1986, Sisson 1989), human resource management is organizationally specific.

Human Resource Management presupposes an integrated approach stemming from the corporate business strategy, which is derived from the mission and vision of the organization. Second employees are viewed as a key resource, which employers are pursuing as an active policy of gaining the commitment of employees to organizational goals and values rather than their compliance. Staff commitment is necessary if organizations are to achieve 'excellence'. Only through a highly developed and systematic set of policies on recruitment, rewards for performance, staff appraisal, training and development, effective communication, involvement and participation in the decision making, and empowerment, it is argued, can commitment and excellence be achieved. Third HRM assumes that human resource management is the responsibility of all managers in the organization rather than the HRD specialists. Fourth there is a preference for communication from management to staff individually, rather relying on collective forms of information transfer through other means. Fifth, HRM assumes a unitary model of organizations, in contrast to the pluralist model which underpins traditional staff management.

The idea of HRM in the distinctive sense of the term was, and is, based around the notion that people management can be a key source of sustained competitive advantage. This contention or belief is, in turn, based on four
main percepts (Mabey, Salaman and Storey, 1988): first, that people can 'make difference' because in the final analysis it is in the human capability and commitment which distinguish successful organizations from the rest, accordingly they need to be treated as assets and not costs; secondly that, in consequence – managing the human resource is a matter of no little consequence – indeed it is a matter of truly strategic importance; thirdly, that managing human resources is therefore, too important to be left entirely to personnel specialists – it has to be an activity which is owned by all managers; fourthly, that the key levels must be internally integrated with each other and externally integrated with the business strategy.

2.4 WORK CULTURE, HUMAN RESOURCE DEVELOPMENT AND ORGANIZATIONAL EFFECTIVENESS

Research suggests a number of organizational factors which have a bearing on the work culture and organizational effectiveness. These factors broadly include working conditions, work norms, reinforcement, supervisor-subordinate relationship, leadership, participative management, welfare measures, discipline, communication system, grievance redressal system, interpersonal and interdepartmental cooperation, HRD systems, training and development, quality of work life, ownership, sense of belongingness, employees and management relationship, job satisfaction and motivation.

Working conditions refer to the facilities available at the work place. Congenial working conditions make the employees comfortable and less detached from the work viz..., good, clean, attractive surroundings, good workstations ergonomically designed to reduce fatigue and enhance comfort, aesthetic look all around, hygienic and healthy work environment etc. Similarly required equipment and machines and tools are made available at the work place which will not work as hindrance in the productivity of the employees.
Employees will feel confident if there is clarity of the work expected of them which is made as a norm throughout the organization over a period culminating into a work culture. Understanding of the value of the work and its effect on the organizational goals by the employees is essential, which is derived through constant interaction with the employees and appreciation of the work timely by the management. This is a process of reinforcement which has to pervade throughout the system of the organization at all levels so that due accountability is acknowledged by all concerned. Rewards and punishment is the outcome of this process which has to be due and timely.

Involving in the decision making and making the employee feel important while respecting their integrity in competencies and skills will have a long haul in the efficiency of the organizational performance. Proactive measures in ensuring the welfare of the employees will instill confidence in the people which will enhance the credibility of the organization. Discipline is an essential part of the overall working of the organization which has to become the work culture of the organization. People learn to see discipline from a positive angle, when they are aware of the effects of harmonious work environment.

Communication is the life blood of an organization. Openness, clarity, free flow of relevant information at all levels up and down the line is the sine quinoa for improving work culture and thereby enhancing the organizational effectiveness. Grievances cause withdrawal of human responses at the work place. Proactive measures and mechanisms to redress the grievances will keep the organizational health at good stead as it is essential to keep the productivity levels high.

Work culture is influenced by the feelings and attitudes of employees which works towards effective team spirit among the employees. The interpersonal relationship will have bearing on the interdepartmental cooperation. Continuous feedback from the employees about the interpersonal relations and the interdepartmental cooperation will help the
management to remove irritants which cause bottlenecks in the smooth work in the organization.

HRD essentially aims to improving the quality of men at work which in turn improves the organizational efficiency. Organizations strive to achieve its goals through the human responses which are dependent on the values, attitudes, motivation and behaviors patterns of members of an organization. A fair and effective system for recruitment, training, placement and career development is a necessary corollary in which the employees need to identify with the organization and share its mission. Changing the culture of a work force requires changes in the behavior of people throughout the organization. Training has a key role in showing employees how to change their behavior.

Quality of work life is the degree to which members of a work organization are able to satisfy important personal needs through their expectations in the organization. It focuses on the problem of creating a human working environment, where employees work cooperatively and achieve results collectively. One organization with a declining job satisfaction faced a substantial rise in personnel problem indexes over a period of time (AMA management News Dec 1982).

Motivation is closely linked with job performance and job satisfaction productivity and organizational effectiveness, all of which influence work culture. Autonomy and decision making will make people to own the job and they will be able to take initiative in the success of the tasks. This also provides them the satisfaction of sense of belongingness. A structured staff management interactions will help maintain better staff management relationship.

2.5 REVIEW OF SOME HUMAN RESOURCE MODELS

The HRM approach is based on the American 'excellence' literature which appeared in the early 1980s (Peters and Waterman 1982, Peters and Austin 1985, Peters 1987, Kanter 1984). Indeed there has been a shift along
the staff relations spectrum, away from the traditional approach to more consultation and management driven information provision.

The term human resource brings to one's mind an amalgamation of knowledge, skills and attitudes which is a huge reservoir that is waiting to be tapped. The strength behind all endeavours is the human element and there is no controversy about it. Human responses to the needs of organization is vital for organizational effectiveness. Human Resource Development is thus a continuous process to ensure the development of staff competencies, dynamism, motivation and effectiveness in a systematic and planned way. HRD also aims at climate development: without a proper or conducive climate - the utilization and enhancement of staff competencies cannot take place. HRD focuses on "developing human potential in every aspect of lifelong learning". As pointed out earlier, the term HRD was perhaps first introduced to professionals and academicians in India by Pareek and Rao in 1975 suggesting a Human Resource System the major attention of which was directed to people and their competencies.

HRD is a process undertaken to promote the intellectual, moral, psychological, cultural, social and economic development of the person so that he can contribute his best to the community and the nation. It is seen that quite a good number of human resources development frameworks have come into existence in the last ten years from various parts of the world. Indian organizations have begun to use these for improving their HRD systems and their impact. Some of these are:

Pareek and Rao's framework: Pareek and Rao (1975) studied the system through interviews and suggested a new system of performance appraisal to L &T. They recommended that ".... Performance Appraisal, Potential Appraisal, Feedback and Counselling, Career Development and Career Planning and Training and Development get distinct attention as unique parts of an integrated system which we call the Human Resources Development System (Pareek and Rao, 1998, p.24). This system was
proposed as a separate system with strong linkages with the personnel (human resources) system.

Pareek and Rao (1998) also outlined a philosophy for the new HR system which emphasizes 14 principles:

- Increasing enabling capabilities (organizational health, problem solving, diagnostic skills etc.)
- helping individuals to recognize their potential and help them to contribute their best towards the various organizational roles they are expected to perform.
- maximizing individual autonomy through increased responsibility.
- facilitating decentralization through delegation and shared responsibility.
- Promoting participative decision making.
- balancing the current organizational culture with changing culture.
- Aligning differentiation and integration.
- Interfacing specialization of the function with its diffusion
- ensuring responsibility for the function.
- building upon feedback and reinforcement mechanisms.
- maintaining a balance between quantification and qualitative decisions.
- balancing between external and internal help.
- planning the evolution of the function.
- continuous review and renewal of the function.
Ulrich and Lake (1990) formulated a framework based on role functions of HR functionaries.

Yeung and Berman (1997) offered integrative framework identifying three paths through which HR practices can contribute to organizational effectiveness in terms of capabilities, employees' satisfaction and client focus.

A recent approach formulated by Rao (1999) suggests that HR interventions should be mature in terms of the HRD systems, competencies, culture (including styles), and linkages.

2.6 LINKAGES BETWEEN HRD PRACTICES AND ORGANIZATIONAL EFFECTIVENESS

The instruments of HRD are many. HRD instruments should lead to the generation of HRD processes like role clarity, performance planning, development climate, risk-taking and dynamism in employees. Such an HRD process should result in more competent, satisfied and committed people who, by their contributions, would make the organisation grow. Such HRD outcomes influence organisational effectiveness. A model explaining the linkages between HRD instruments, processes, outcomes and organisational effectiveness is presented in Figure 1.

Thus, human resource management is concerned with the "people" dimension in management. As all organizations are made up of people, acquiring their services, developing their skills, motivating them to high levels of performance and ensuring that they continue to maintain their commitment to organization are essential to achieving organizational objectives.
Figure-1: A Schematic Presentation of Linkages between HRD Instruments, Processes, Outcomes and Organizational Effectiveness

HRD Mechanism of Sub-systems or instruments
- HRD department
- Performance appraisal
- Review discussions, feedback counselling sessions
- Role analysis exercises
- Potential development exercises
- Training
- Communication policies
- OD exercises
- Rewards
- Job-enrichment programmes
- Other mechanisms

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

HRD Outcomes Variables
- More competent people
- Better developed 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
- More teamwork, synergy and respect for each other

Organizational Effectiveness Dimensions
- Higher productivity
- Growth and diversification
- Cost reduction
- More profits
- Better image

Other Factors
- Personnel policies, top management styles, investment on HRD, top management's commitments, history, previous culture, line manager's interest, etc.

(Adapted from Missionary by T.V.Rao)
2.7 HRD SYSTEMS AND PRACTICES: AN OVERVIEW

A variety of systems and practices are used to put HRD into application. A number of these systems and practices exist sometimes as formalised and sometimes as non-formalised within organisations. A look at the various systems and practices will help us to understand this better.

From role rigidity to role flexibility and enrichment

Role is one of the most crucial aspects within organisational limits. It determines both the job and the function of the individual. The identification of the role set and the linkages between the significant others in the role set goes a long way in not only establishing the particular role, but gives the role-holder an identity and strength. The roles within organizational set up are too rigid, often people are very apprehensive to take new roles and initiatives. Most people stick to the 'given' role than making new roles for themselves. Often, even if the work is simple people refuse to do others' jobs in their absence. Multi-skilling is looked upon as a burden, people enjoy following narrow role descriptions given to them by the traditional job descriptions and delegation of authority manuals.

This redundancy in the role reduces efficiency, and automatically leads to suffering of individual growth and learning. Therefore, it is primarily necessary to promote the value of role flexibility and take up role analysis and enrichment exercises on a periodic and regular basis.

From ritualistic Transfers to planned Job rotation

The need of the hour is for competent people to take charge as and when required and this is not possible without practices such as job rotation, job involvement, job enlargement and job enrichment. A job is not a mere duty, it is a responsibility for one's potential to be realised fully in the workplace and measures to that end will ensure the availability of people equipped to meet the ever changing demands of the external environment.
From hierarchical to development oriented Performance appraisal and feedback systems

A phenomenal change is sweeping the industry outside in terms of performance appraisal and feedback systems. Performance appraisal is no longer the top-down evaluation mechanism, it is now 360 degree. A fully transparent and development oriented appraisal system, in which the boss, peers, subordinates and even the outside customers appraise the appraisee.

The traditional appraisal systems are still in the confidential report mode, which is highly guarded, controlled and is more evaluative rather than development oriented. There is a clear need thus, to implement modern performance appraisal and feedback methods to enable performance appraisal to become a developmental exercise.

From appraisal to Performance analysis, planning and review.

When there is a control oriented performance appraisal, there would be no possibility for performance analysis, planning or review. A 360 degree performance appraisal will help identify the Key Performance Areas as well as the Key Resource Areas of an individual and will also provide for appropriate performance counseling and interpersonal feedback. In other words, avenues not only for individual growth but also organisational growth would be paved. Organizations need to make this aspect their mandate and start moving in this direction for greater development and growth.

From Utilisation to Potential appraisal and development

People are appointed to do their jobs and the issue almost always ends there. It is nothing but utilisation. However, the world is moving towards another direction, that is concentration on seeking scope for full utilisation of the potential within individuals. The mechanism of potential appraisal ensures to identify these potentialities, modern methods like assessment centres and development centres can be of great help in appraising the potential of individuals and giving development oriented feedback.
From traditional to strategic training methods

Human resources development is still in many places synonymous with training. Training is just one aspect of development. Training is levied like a tax, on the willing and the unwilling alike. Many organisations therefore feel the obligation to fill the apparatus with people who lack enthusiasm, and often training institutes are used for holding poor performers. Training is viewed as an insult than as a reward, the traditional training systems which are highly conventional are responsible for this. Modern organisations are now relooking at training as a strategic tool rather than as an operational ritual or necessity. The modern strategic training systems model talks of training as a natural consequence of the changes in the external and internal environment of the organisations.

The lack of clear training policies, poor alignment between training and wider organisational development policy and the failure to link training design to the future needs have been identified as the major drawbacks of many training systems in the developing countries. However, in the future only organisations which integrate their strategy for change with their training strategy will be able to excel.

From Duties to Career planning and development

When there is no planning for growth and there are merely static promotional policies, unplanned rotation, and routine transfers there is always a possibility for stagnation and lethargy to creep into the system. Career planning and development is a very important tool to create career paths for the people so that they grow and develop to take up higher responsibilities, and this leads to overall growth of not only the individual but also revival of the whole system.
From Manpower Hire to Manpower Planning

In the absence of proper systems for measuring productivity, manpower planning is likely to result in excess manpower. Often poor efficiency and productivity is confused as shortage of staff, resulting in more recruitment which in turn lowers the productivity. A proper planning of manpower which is based on proper measures of productivity would help to check the stagnation which would otherwise plague any system.

Recruitment and Selection

“Right person for the right job” or fit is the order of the day. Recruitment and selection should be based on a proper job analysis and identification of critical attributes required for performing the job. Modern methods of psychological tests, assessment centres, group work of various types, etc. must be adopted to recruit and select the right people and to match individual competencies, values, etc. with the job requirements.

Self-renewal and institution building

These exercises help organisations to move from strength to strength and bring in development as an integral part of the whole system. If adopted organizational systems will earn immensely from such exercises and the efforts will be more than worthy of the try.

2.8 NON-GOVERNMENTAL ORGANIZATIONS (NGOs) – HUMAN RESOURCE DEVELOPMENT

The UNESCAP/UNDP (1991) document on NGOs clarifies four ways in which the government might make use of NGOs in any country:

- NGOs may substitute for the government in the formal delivery of specific services.
NGOs may supplement the service delivery role of the government, either through delivering certain services for which government structures are not suited or by delivering the same types of services as the government but to population sectors to which the government structures find it difficult to reach.

NGOs may engage in community development work that is often essential for ensuring that normal service delivery achieves its objectives.

NGOs can assist in ensuring that statutory development reflects grassroots realities by contributing their experience directly to the planning process, acting as a pressure on the government to be responsive and facilitating the people's own access to all stages in the planning and delivery of services.

As per Human Development Report (UNDP, 1999), NGOs have emerged as major actors – both in size and in impact. In the United States employment in the NGO sector is nearly 9 million, in the European Union nearly 6 million and in Japan more than 2 million – and in Brazil 1 million, in Argentina 350,000 and in Colombia 270,000. The share of resources accruing to NGOs has steadily increased, even though official aid transfers have been steadily declining. NGO revenues in the United States total $566 billion, in Japan $264 billion and in the United Kingdom $78 billion. In the developing world NGO budgets are nearly $1.2 billion, more than $200 million in Mexico alone. And among the transition economies their budgets are more than $1.4 billion in Hungary and nearly $900 million in the Czech Republic.

Robinson (1992) described the following factors for the success of NGOs.

- Beneficiary participation in planning design and implementation of projects (the objectives should correspond with the priorities of the poor and the beneficiaries regularly consulted).
- Strong and competent leadership, skilled management and overall vision of the project goals (leaders were able to maintain communication with the government, circumvent problems and mobilize resources; excessive, centralised decision-making undermined staff commitment).

- Staff commitment and their empathy with intended beneficiaries (well-trained and educated staff motivated by a reasonable level of remuneration and decent working conditions).

As per the recent Census 2001, India’s population crossed the billion mark with the progress in social development and economic development at a low level. India still stands very low on most indicators of social development compounding the misery of disadvantaged groups. More than one third of India’s population is still illiterate with another 15 per cent barely literate. Infant mortality, mother mortality and general morbidity are quite high. More than one third of India’s population is below poverty line; more than one-third of world’s food insecure people is in India. India stands 134th among 190 countries in terms of overall human development. Social and economic exploitation of the poor, oppression of the weak, and atrocities on the vulnerable groups have not abated (UNDP, 1996, National Crime Bureau, 1993; Bhatt, 1989; Desai and Mehria, 1996; Mackwan and Desai, 1998). People concerned about the disadvantaged population have apprehensions that with business ethos and market approaches spreading even to social sectors, will society abdicate its responsibility to the poor? (Bhatt, 2000).

The studies on working of NGOs in the area of disability rehabilitation are very limited while the NGO activities and programmes have tremendously increased over the past two decades in our country. In our society, NGOs are involved in socio-economic development of the poor and weaker sections as well as those working for environment and development of natural resources and human development issues of equity, justice and rights as distinguished from voluntary organizations involved in cultural activities, sports etc. NGOs, of late, have taken aggressive efforts for the cause of the
disability rehabilitation and trying to promote social justice to the disabled as enunciated in the PD Act. In this context, therefore, NGOs not only have social responsibility but also have accountability to the stakeholders. Seldom they have been given corrective support on the basis of empirical observations, which is not only sufficient for them, but also are essentials for their functioning.

In the last 25 years in our country, NGO sector has taken great strides in the field of development and social justice but they are spread in all corners of the country including remote rural areas. They have gathered tremendous insights, skills and capabilities and understood the critical differences between charity, relief, welfare and development. The paradigm they follow is much more holistic which includes physical and social justice issues with more developed, innovative and effective approaches, technology and pedagogy. Does it hold true for the area of disability? An elaborate description of disability rehabilitation undertaken by NGOs has been presented by Rao (2001).

The NGO sector has influenced State and Central Governments as well as foreign governments, international bodies including corporate bodies in the country. In the Indian social context, NGOs have viewed their larger mission as social transformation and development of the people with special needs as one of the priority issues. Although not all NGOs strive to achieve these ends yet there is hardly any measure to make any distinction between them in terms of performance standards. In more recent years, there is slow but noticeably shift for meeting this social concern in terms of some kind of evaluation. Do these NGOs have paid more attention to efficiency, performance and achievement? Are they going for any systematic planning, organisation and management of their programmes? Do they have people with professional background? Have they adopted a corporate culture?

In the context of Indian social structure, NGOs quite frequently if not always raise constraints of lack of economic opportunity and denial of the
minimum for their functioning, but while enough resources have been spent, have they tried out the whole range of different approaches for enhancing their effectiveness? In the 1990s, NGOs as a sector have become increasingly managerial at the surface, but professionalism seems to be subduing idealism and ideology. On the one hand, they involve more corporates in social development through financial support and sponsorships, but they seldom monitor performance, assess consequences and provide feedback. These are some of the socio-ethical issues which have been raised by Chakraborty (1998).

These considerations require considerable process work – developing not only mechanisms, but also instruments based on the parameters discussed above in the management models with suitable adaptations to organizations dealing with disability rehabilitation. Perhaps, it is too early to make any judgments but the impact and larger societal implications of this new thrust in the area of disability and their management by NGOs in terms of HRD practices will have to be assessed with an open mind.

While NGOs do a good deal of work to develop human resources, their own development of capacity building of their staff is highly neglected area in all developing countries. In India, a large number of NGO initiatives are required to bring social change and development. The NGOs need to plan from the beginning to be effective and there is also a need to have continuous self-reliance on the part of the NGOs and development of their staff. The support to NGOs in the area of management and HRD practices is a new concept in our country particularly for the NGOs working in the field of disability rehabilitation (Rao, 1996).

A study was undertaken by Thomas (1999) on HRD needs of non-governmental organizations and it was mentioned that not much has been done in this area especially in Indian context. It has also been mentioned that many of the people working in NGOs understand the HRD needs as the developmental needs of the beneficiaries, however, NGO being an
organization also has to look into the HRD needs of the organization. It was also
mentioned in this study earlier that there was no systematic efforts were made to
identify the training needs. It was observed that some of the organizations
felt the need to implement certain process changes in the HRD as reported by
Thomas (1999).

NGOs are involved in handling a variety of activities catering to different
segments of the disabled population. They undertake different kinds of
activities and services and are often required to serve the needy at the
grass-roots level. Due to paucity of financial resources, inadequate
infrastructural facilities, meager staff, NGOs are often confronted with serious
difficulties in regard to finding suitable staff for handling various projects,
programmes and services. The staff requirements of NGOs deserve top
priority in the list of assistance to be provided to them. Adequate care is
required to be taken in providing suitable functionaries to successfully carry
out programmes for the benefit of the disabled. The orientation and outlook of
staff involved in NGOs has to be necessarily different when compared to
business organizations and Government departments. They deserve to be
service-oriented and exhibit high degree of commitment to the cause of the
disabled. Personnel involved in NGOs need to adopt a very pragmatic
approach in dealing with their clientele exhibiting high degree of tolerance and
patience and above all a positive approach as they do not work for profit
making.

NGOs have certain advantages and disadvantages in their functioning in the
unorganized sector as compared to the governmental and other organizations. The advantages are that they are small, flexible, close to people with good local roots and contacts. They work at the grassroots levels in less developed areas. Their sense of purpose and voluntarism along with high values for the development of people enable them to work with the people with their support and participation. Innovation and creativity along with humaneness help the NGOs to achieve their social purpose. Many NGOs
work to develop people by helping them to become self reliant using the available resources and developing their own competencies. Team work, high quality leadership and committed people to work in rural areas are some of the other strengths of NGOs.

NGOs have certain constraints in regard to HR systems. NGOs are involved in a variety of tasks which tend to change according to situations. The complexity of tasks require skilled people to work in the organization. The small size and limited funds further hinder smooth functioning of the NGOs. The influence of the external forces like the funding sources cannot be ruled out. To attract and retain human resource is another major concern because NGOs are not able to offer high pay, career is uncertain to some extent, and they function in isolated and undeveloped areas where skilled professionals often hesitate to work due to poor schooling facilities for their children and other inconveniences. It is difficult to find right people from the locality itself and also to train the existing personnel and develop them due to the complexity and variety of tasks they undertake. Mostly, in NGOs the tendency is to fit in the available manpower into all the activities than selecting professionals for specific activity.

2.9 NEED FOR HRD IN NGOS

Since there is a lack of specialized departments and professionals, the small group of people working in NGOs are required to function in various situations at various levels. Proper assessment of training needs is difficult in NGOs because of the diversity, variety and complexity of tasks. Managerial, interpersonal and technical and other task oriented skills as well as the right attitudes to development activities and to work in rural environment are some of the basic requirements of the personnel working in such organizations. Considering the above mentioned aspects of NGOs, some major concerns need to be addressed to systematically prepare the Human Resources and ensure effective functioning of NGOs. Voluntary agencies are the real missionaries of human resource development. In the past internal HRD of
NGOs was being looked after by the managing trustees and supervisory staff. This function to a large extent is based on the vision, philosophy and goals of the founder leader.

Gradually, there has been a shift in this process. With the growth in activities and diversification of programmes, founder leaders have been experiencing several difficulties and problems in handling all the work by themselves. The managing trustees and supervisory staff engaged in handling of various operations in NGOs are not in a position to provide the desired services to the needy persons. With growing demand for help and assistance from the disabled, it has become inevitable and rather unavoidable for the NGOs to look into their HR requirements. As a matter of fact, several NGOs have been involved in the recent past searching for suitable candidates to handle these programmes on a continuous basis. Systematic efforts are required to be made to determine the manpower requirements of NGOs and evolve measures to attract qualified personnel and ensure their training with a view to ensure effective implementation of various rehabilitation programmes. Discussions held with a cross-section of functionaries involved in managing rehabilitation programmes in NGOs has highlighted the need for systematic and scientific efforts to be made to ascertain the HR requirements in terms of skills, qualifications and expertise required to effectively handle rehabilitation programmes.

In fact, the real solution to the problem of finding suitable persons for handling rehabilitation programmes in NGOs lies in a vigorous policy of talent-hunting and the development of such a talent. Once such a talent is secured, HR practices in NGOs deserve to be improved to ensure its rapid development and advancement. The diversity, variety and complexity of tasks being handled by NGOs require multi-skill development strategies and evolving suitable training programmes accordingly. Efforts are required to be made to gradually develop a distinctive approach towards HR policies and practices in NGOs as contrasted with adhoc measures that are now in vogue.
There is little evidence to show that any attempts have been made by the NGOs to apply and implement various HRD models as reviewed in this chapter to the field of disability rehabilitation management (DRM).

In fitness of things it is imperative to see not only the growth of NGOs dealing with disability management but also analyse the extent to which they have been effective over the years with a view to suggesting an operationally effective organizational framework for their functioning.

2.10 SUMMING UP

No single event or publication marks the birth of HRD. Instead, it is the culmination of earlier trends, a weaving together of the best thinking on employee involvement, shared decision making, and worker self-management. Participative work designs, open systems, autonomous work groups, shared power, information and rewards, equity and equality are the core principles for the most high-commitment work systems. Motivation is closely linked with job performance and job satisfaction, productivity and organizational effectiveness, all of which influence work culture. Job is the high commitment work system having influence on the work culture. Human Resource Development interventions should be in terms of HR systems, competencies, culture including styles and links, which aims at holistic and integrated approach. The human resource systems and practices have application depending upon the specific needs of the organizations. The organizations need to develop self-renewal and institution building mechanism for excellence in work.

NGOs have the capacity to substitute the government efforts in the formal delivery of specific services. As they are locally based and provide scope for beneficiary participation, their commitment and empathy to the services is beyond doubt in majority of the cases. The NGO programmes are less expensive without bureaucratic hassles and with direct action in the field. Although NGOs movement in India has increased manifold, there is
inadequacy in the capacities available in terms of number of organizations in various fields of social development and regions when compared with the countries abroad, particularly in the field of disability rehabilitation.

Human resource development policies and practices are relevant in any organization where a group of people work together to achieve common goals in a systematic manner. The organizations will benefit by having a proper plan in human resource area if it is based on a model suiting to the needs of the individual organizations or a group of organizations in a related field. As observed by Kalam and Rajan (1998):

- "Many NGOs and youth organizations can be fruitfully utilized to fulfil major life-saving missions."
- There are many NGOs and a number of local initiatives that work well.
- It needs also to be realized that if we are to effectively develop our human resources we must decentralize the HRD function so that self-correcting learning systems develop at the local level.
- HRD is itself a knowledge and skill based activity in great demand in the technological society of today.
- In order to realize the potential of NGOs and its usefulness HRD cannot remain an exclusive domain of the corporate sector, but be a participating process of the NGO sector".

In order to realize the vision, they appealed to all the NGOs as under:

"Your role is as multifarious and as complex as India. Try to help in creating a climate for positive actions and a rapid change for the better".