CHAPTER II

HUMAN RESPONSE DEVELOPMENT
A Conceptual Vision

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CHAPTER -II

HUMAN RESPONSE DEVELOPMENT

A conceptual vision

2.1: Introduction

Irrespective of the size and scale of activities, humans had been and should be the most vital factor in an organisation. Ever since the dawn of the human civilisation mankind has kept himself busy with work for certain needs or motives. While for some others the work may prominently be an institution to seek social recognition and status in the society, others have used it to fulfil their basic needs or to satisfy their mental urge for creating and designing something new and innovative. One of the essential pre-requisites for undertaking the work and doing it optimally is the element of job satisfaction, one derives from the work. Though the element of job satisfaction may not work with equal force in all individuals, but its total absence will lead to disastrous situation in terms of work performance of the organisation. A growing and developing organisation has to address to the problem of satisfaction amongst its employees on continuous basis. It should not be construed to mean that such a continuous effort will achieve cent-percent satisfaction amongst the employees.
As a matter of fact it is work which has made cultural civilisation. Life is essentially a never ending series of work. Work is a potent source of need gratification of all types and sizes be it physical, safety, security, social, ego and self actualisation.

It may look apparently as if work is simply a means of earning a livelihood. Though money is an important driving force to make the people work but that is not the end of it. How do we explain the fact that the people who have plenty of money, social status and recognition, still continue to work. Then, we go deep into the matter we notice that the need of most of the people to work is mainly deep-rooted in their socio-psyclogical makeup. Such people see their work as something more that a source of seeking economic gratification. Inspite of it, the quality of work and the productivity of employees in most of the organisations are found quite contrary to the fact that work is an essential basic need of humans. It is a universal truth that man as born is essentially good and does what is true, good and beautiful.

It is generally found that individually human is a potent source of resource to his organisation and is quite well meaning and sensitive to the needs of the organisation. But collectively they are found otherwise. It is commonly said that they behave in irresponsible manner with absolutely cut and dry approach to the needs of organisation. They do not even hesitate,
ignorant the fact of commonness of the purpose of their being in the organisation as a facilitator to the organisational task as well as fulfilling their own personal needs.

Why is it so, is a big complex question to be answered so easily. Restructuring of the organisation and renovating of the office may provide some cosmetic touch to fresh lead the organisation. Until and unless the values, attitudes and motivational profile of the individual employees are targetted, such exercises will take us nowhere. We should not lose sight of the universal truth that individuals are individuals. They have their own set of values, beliefs, perceptions, attitudes and norms. It is this set which shapes their vision through which they look to different stimuli. This is what exactly determines their behaviours in the organisation. The desired behaviour from the employees will flow only when there is a match between their vision and organisational need. This is seldom or really realised in practice. Hence, there is a need to study and shape the Human Response in the needed form and degree or extent for transforming the organisation efficient and effective. The result to be obtained from other factors or resources depends critically on Human Response in a given organisational contact. So, the organisation has to understand this issue better and address itself sincerely by taking necessary steps, so that Human Response is as perfect a match for the organisational needs as feasible.
It should not be mistaken that the exercise should confine to change of modification in Human Response alone, taking the organisational needs as something sacrosanct/sanctity. The best strategy would be to find a best fit into the two through wholesome approach without compromising with the well conceived sound and rational goal and mission of the organisation.

2.2: Human Response Development

It is essential to mention that the words "Human Resource Development" have been sought to be replaced by "Human Response Development" for reasons given in chapter -I. Human response Development is basically a process not merely a set of mechanism and techniques. This process seeks to/refers to the acquisition of capabilities that are needed to the job - present and future. This has to be done in a continuous and planned way to develop an organisational culture conducive to optimal functioning of the organisation, imbibing and sharpening the human skills, will, perception and attitude congenial to organisational development purposes. The mechanisms and techniques adopted in Human Response Development such as performance appraisal, counselling, training and organisational development intervention are to initiate, facilitate and promote the process on regular basis. As such, it is imperative that these are reviewed at intervals to know/to ascertain if they are promoting or hindering the process. Whatever the mechanisms and techniques are
followed in this process of development they must contribute to the Human Response Development philosophy which values human being and paves the way for their development. Only this strategy may generate and ensure the needed Human Response in the Organisation.

2.3: Need of Human Response Development

Human Response Development is needed by every dynamic and growth oriented organisation in the fast changing environment. It is the efforts and the competence of the humans which make the organisation dynamic or otherwise. No amount of human competence, morale and motivation, however high can take the organisation to any height unless there is "Enabling Cultures in the Organisation". These cultures have their main roots in the individuals' vision towards himself, his organisation and society. We must remember the fact that we can take the horse to the pond but can not make it drink the water unless it is thirsty or feels like drinking the water. Hence, all exercises aimed at Human Response Development must revolve around activating and sharpening the will, skill and competence to work. The best can be obtained if this is ensured through self willingness of humans in the organisation.
2.4: Response Development Systems

The performance and efficiency of organisation depend on the optimum utilisation of financial, technical and human inputs. Hence, any scheme of Human Response Development has to seek the promotion of talents and skills of each employee as an individual for his present as well as future role. In addition, it must aim at fostering cordial, inter personal relation, team spirit and collective and collaborative functioning. This will promote organisational health.

It should not be forgotten that humans are the most significant assets capable of being transformed into better and still better. For better human response the importance of frankness enthusiasm, mutual trust and collaboration must always be remembered. Management must constantly try to assess the needs of varying hierarchies of employees with full openings to satisfy them. This will instill the employees with a sense of belongingness to the organisation. It will boost the moral and commitment of the employees. The planning for Human Response Development should be worked out based on the reality that provisions of conducive working environment and climate and development of each individual to his fullest capacity is the starting point in the direction of optimum human response. Any scheme of Human Response Development worth its name, must cover/include Performance Appraisal, Potential Appraisal and Development, Feedback

2.5: Performance Appraisal

No recruitment and selection, however scientific and merit based it may be, automatically guarantee the desired performance by the employees. Hence, there is need for performance Appraisal. It is practised in almost all the organisations of today. But it should be Human Response Development Oriented. It will be wrong to use it as a fault-finding device in the employees, rather it is a tool to discuss strengths and weaknesses of the employees. This helps not only in curing the weaknesses but also making themselves realise their weaknesses and potentials hidden in them. This may elicit the desired response from the employees. Thus, effective utilisation of the talents of the employees may be ensured.

Human Response Development Oriented performance appraisal calls for a change in the vision of supervisors. They must remember the fact that it is their professional responsibilities to see that their subordinates develop fully as per their potential and acquire capabilities to perform their jobs effectively. Fault finding mission in the garb of Performance Appraisal will bear no fruit. It has to be done in a manner that removes the fear of victimisation. Fearless, Frank and open discussion with the subordinate
will add to the efficacy of any scheme of Performance Appraisal as it promotes mutual understanding. Decision made by management based on such Appraisal reports go a long way to contribute significantly to both individual employee development and organisational development needs.

2.6: Potential Appraisal and Development

Humans by nature aspire to rise to the higher ladder in the organisational hierarchy. There is hardly any one in any organisation who will be happy to retire at what he joined it. But everybody can not be and should not be promoted to the higher position irrespective of his suitability. At the same time those who are deserving and have potentials for career enhancement must not be denied. Denial in such cases will have dampening impact and may increase the rate of turnout. In order to extract best of human response from the employees and also to keep their drive on the increase it is essential that potential Appraisal and Development has to be done periodically on a continuous basis. This can provide sound basis of career enhancement planning as well as developmental planning. In the context of globalisation of economy what is needed is a dynamic growing and diversifying organisation not a mere surviving one. Obviously, modern organisations have to continually look for new roles and new responsibilities. This will necessitate the re-structuring the organisational system calling for new capabilities to play the new role. Potential Appraisal and its development
measures will help in meeting both the ends. The organisation will get "fits" for the "new role" and employees will get avenues for satisfying their aspiration. This will have immense impact on the rise of motivational level of employees. That may serve the organisational needs in a better way.

It is with these ends in view that potential Appraisal and Development is a common phenomenon in organisations of today. Generally, this is done on the strength of supervisor's observations and experiences with the employees during a given period. But this practice has its own limitation. It is because this type of observation discloses/reveals the capability of individual for a given job. It does not necessarily mean that he will be fit for the new role with new responsibilities. The best way to do this is to assess the potential of an individual for the new job. Unfortunately this is not found feasible in majority of organisations. As such planning for simulation exercises has found favour with organisation. This helps a lot in getting useful information regarding the potentials of employees in given areas. Here, under this scheme employees have the option to request for such an assessment. Whether an employee will get elevated to the higher position or not will depend upon the result of simulation exercises he has opted for his own. As such there may not be must reasons of resentment in the event of disappointment. But the management has to take a precaution in this regard. It should be made certain/clear before this exercise that there are positions available for such hands which come out successful at simulation exercises. Pretention on this count with no avenues will be equally harmful.
Potential Appraisal and Development of employees is, therefore, not only essential for the benefit of employees but also of the organisation. An honest and sincere effort in this direction will take the organisation to a situation wherein both the employee and the organisation will grow by moving hand-in-hand with each other.

2.7: Feedback and performance coaching

It is not very uncommon to come across below the level performance from the best adjudged individuals. Such a situation is not necessarily attributable to the poor evaluation of an individual’s capacity. The reason lies in the fact that people seldom know their strengths and weaknesses in real sense of the term, because honest, self-introspection is seldom realised in practice. This leads to a situation wherein one does not know when he should use his strength to become more effective. This results in poor performance by such individuals. Likewise ignorance of one’s weaknesses also works as a detrimental factor.

As such it should be constant endeavour of management to make its employees aware of their respective strengths and weaknesses. So far as the human nature goes talk of strengths will go with good taste but mention of any weakness will be taken as bitter pills. Hence, management has to be very tactful.
Educating the employees with their performance feedback—positive or negative—is a must. It should be done in a strategic manner so that the employees have a real feel of their strength which they can maximally use for the benefit of the organisation and also of their own. At the same time they should be made to realise their weaknesses in the form of counselling and guidance for improving their performance. It will be a nice strategy to refer to the weaknesses with the rich background of strength so that employee concerned comes to know his potential of doing how must significant work by winning over his weaknesses.

2.8: Career Advancement Planning

When an individual joins an organisation he had his own aspiration and ambitions in terms of his career Advancement. This gets fulfilled only when there are possibilities for his own growth and career development. In any Human Response Development System, Corporate growth/development plans are to be made known to the employees. They can not and should not be kept secret. It must not be forgotten that humans perform better when they feel that they are being trusted and what they are doing is meaningful and significant. This satisfies their need of staying and self-actualisation. So, corporate growth plans must be not only known to the employees but they should be made a party to such planned decision, as far as feasible. They should be encouraged to actively participate in any planning for
change. This goes without saying that no change can be effected without
wholesome involvement of the employees. They will get, go, involve and
commit only when they understand it fully and realise the benefit therefrom.

Humans by nature or inherently are more concerned about their own
interest. As such it is natural on their part to bother about what they are
going to be tomorrow in the organisation. This information they can gather/
infer from what they know about corporate growth plans. If workers are a
party to such decisions there is every likelihood that they will have this
information. But in a big organisation of today with large numbers of
employee it is not possible to associate each and every employee with
corporate plan decision. But managers and supervisors must have access
to these information. As such it is their duty and responsibilities to
disseminate it to their subordinate. This is to be done in such a way so that
employees fully understand the plans, the benefits therefrom and career
opening for them in the organisation. This will facilitate and assist them in
planning their career for elevation to the higher position in the organisation.

It is a fact that plans are mere plans. They become reality only when they
are executed. Inspite of this limitation plans definitely give signals as to the
possibilities for career advancement. This in itself will be a great motivating
force for the employees to perform better with an eye on future promotions.
That is how, Career Development Planning can inspire employees to
optimise their response to the organisational needs.
2.9: Training and Development of Employees

Once American president Mr. Ronald Reagan advised to practicing managers (FORTUNE, Sept, 15, 1986) "Surround yourself with the best people you can find, delegate authority and do not interfere" you will get best of results. It carries a message to the corporate man that selection of best hands and judicious assignment of task to them will lead to wholesome response from employees.

Very noble advice it is, no doubt. But where are the best persons available, competent enough to meet everchanging organisational needs. No recruitment and selection system is so fullproof as to ensure the exact assessment of one's potential. Even if that happens by chance job requirements go on changing. Here in lies the importance of Training and Development of employees. This is done on the job through special in-house training or outside training programmes whatever in the form of training and Development programme. Its first pre-requisite is periodic assessment of the training needs of the employees. Accordingly, the mode of Training and Development has to be arrived at to bring the employees up to the level of their job requirements.

It should not be misunderstood that once a training has been provided, the employees are best suited for all time to come. Rather, it should not be surprising and shocking to find that Training and Development programme
has brought either very little improvement or no improvement at all. As such, all efforts should be made to assess the exact training needs of the employees concerned. Along with this the will to develop by learning more and better skills should also be properly assessed in respect of each employee.

In addition, what is most vital is the constant monitoring of results from all such training programmes. It will provide information not only about the efficacy of the progress but also of its deficient areas. On the basis of such information revision of training needs of the employees and the mode of training can be re-cast. It is equally important to decide before giving training to the employee as to what exactly he will be required to do. The employee trained for a better role but not getting opportunities to play that role will go demoralised and dissatisfied. One can not expect good and dedicated person from such lot of employees. So, it is quite apt to observe that a good Training and Development programme will work as a driving force for the employees to perform as better as they can provided they are given chance to play their role. If such situation can be obtained in the organisation there is every likelihood that Human Response will get optimised.
2.10: Organisation Development

This refers to research and systems development. The underlying idea is to examine and assess the psychological health of organisation. Whether an organisation is having a good, poor or bad health is dependent mostly on its employees and not on other resources. Therefore, periodic survey of the employee is to be done. On the basis of the result of such surveys the organisational health can be understood. This will provide clues as what is to be done and what should be done to secure a psychological climate in the organisation which is palatable to better performance and productivity.

Organisations or their departments do face the problem of absenteeism, low production, inter-personnel conflict, resistance to change and so on and so forth. The root of these problems generally lies in the psychological make up of the employees. If it is not cured at the earliest opportunity, fine assembly of all other resources including technology will bear either no fruits or very little fruits. The research for systems development may usher in an era in the organisation capable of handling these problems and transforming the organisational health for optimal functioning.
2.11: Compensation package

There goes a saying that there can be no real prayer with empty stomach. This has a significant lesson for the Human Response Managers. It suggests that there should be a sound rewarding scheme for the employees. This implies that getting adequate reward for their services is the right of employees. A good compensation package not only motivates the employees but also instills them with the feeling that they are being recognised. An equitable compensation package carries the message as to how the organisation values its employees.

The determination of a sound reward policy is dependent on internal issues like equity and job worth. In addition, external factors like economy and society also play their roles in deciding suitability or otherwise of compensation package. It is through good reward system that innovations and acquisition of positive attitudes and schemes for honest application to the cause of organisation can be encouraged. It will be a wrong notion that compensation package is confined to monetary rewards only, though it is most significant and main ingredient of any reward system. Certificate of appreciation, news letter announcement, special privileges, desired training etc. also go a long way to make the people for better.
Compensation package for employees is therefore, an extremely important issue which must be tackfully, judiciously and equitably handled. Unless an organisation goes for sound and equitable compensation package for its employees it would not succeed in inviting the needed response from its employees.

2.12: Quality of Work Life and Employees Welfare

Quality of work life is a process of work-organisation which enables its members at all levels in participating, shaping the organisation's environment, methods and outcomes. The factors underlying quality of work life that had been identified are adequacy and equity in compensation, opportunity for growth and security of individual employees and health and safety in working condition. These factors are based on models of man-economic, social or complex, such as pleasure seeking and pain avoiding individual, or a man with the hierarchy of needs or a person seeking power. The ultimate aim in the search for a good quality of work life is to seek Optimal Human Response for organisational effectiveness with real and intrinsic benefit to all concerned in the organisation.

Our concern here is whether Small Scale Industrial Units in N.E.Region have been able to derive fullest benefit in terms of happy and committed employees, healthily working towards delivering and satisfying all. On the face of it, organisation might have reported improved performances and
results. Nonetheless the crux of an enduring and lasting good quality of work life is the ability to put into practice, the theoretical guidelines of trust, openness, empowerment and fairness of approach, most important, from the top level of an organisation.

A good Human Response Development system must focus fully all the welfare schemes of employees and improvement of the quality of the work life.

This can be done by regularly assisting the needs of employees, as they go on changing, and fulfilling them as far as possible. Generally lower level employees do comparatively monotonous work. They have relatively fewer chances of promotion. As such it is not unlikely to find their commitment and motivation lacking. Some welfare measures like Medical-Insurance, Disability Insurances and Holidays vacations may serve as a cure to this problem. Job environment, recreational facilities, health, medical, and educational benefit may imbibe a sense of belongingness to the organisation. The long run benefit the organisation may derive from such measures will be of immense significance.

Quality of work life is generally said to focus on the environment within the organisation. Provision of heating and air conditioning, lighting and safety precaution, physical amenities like food and beverage facilities and recreation facilities are no-doubt very important for shaping the physical
quality of work life. But this alone is not sufficient unless psychological and motivational components of the quality of work life are also fully taken care of. Job satisfaction through job enlargement and enrichment, flexible hours of work, freedom to put forward, suggestion for change or improvement. Demanding and challenging work and various degrees of autonomy as per need of the context are some of the psychological and motivational factors which may enrich the intrinsic quality of work life in any organisation.

2.13: Human Resource Information

Human Resource Information refers to all basic informations about each employees working in an organisation. Such type of information has become essential for any and every organisation for certain obvious benefits. A well designed and effective Human Resource Information provides direct and indirect cost savings and boost the profit generation by enhancing the effective and efficient performance. Human Resource Data Bank is stored centrally usually by means of computers as manual efforts are time consuming and often may not be accurates. Human Resource Information system, if properly implemented can serve the following purposes quickly and in a better manner.
(i) Information about voluntary and involuntary termination can disclose dissatisfaction with working condition, type of work, promotional avenues, salary package, and lack of challenge and responsibility etc. This can be used for remedial purposes.

(ii) Report about the number of employees leaving the organisation on the reasons thereof may help the organisation improve things.

(iii) The system is quite helpful in right type of recruitment selection too.

(iv) The most important Human Resource Information System is that it helps the organisation to prepare the annual vacation plan for respective employees and department. This helps the employees to plan for their holidays in advance as well as it reduces the degree of absenteeism during peak seasons.

(v) With the help of effective Human Resource Information System the organisation can have track to formal education, internal training and developmental efforts. On the basis of this information, useful for the purpose of transfers, promotion and succession planning can be obtained.

(vi) Updated, complete and accurate Human Resource Information is highly significant for wage negotiations as it will enable the management to arrive at financial burden of the demand for wage increase. Thus, Human Resource
Information system has its own role in budgeting, planning and administration in any organisation.

The components of Human Response Development discussed in preceding pages and paragraphs contribute to the over-all goal jointly as well as severally. But the ideal situation is one where-in they are not taken in isolation. They are to be viewed as sub-system and sub-mechanism and design to work together in an integrated manner. It does not mean that some of them cannot be used in the organisation in absence of overall Human Response Development plan. But in that case their contribution towards attracting wholesome response may not be significant. The benefit of overall Human Response System with all these subsystems is that it may lead to the level of synergy and the organisation will enjoy the synergistic benefit of interwoven subsystem. It is not feasible to suggest as specific Human Response Development System to be applicable with equal force in all organisations. As such, it will differ from organisation to organisation but basic principles underlying it will be the same.

For designing an integrated system of Human Response Development, the main focus has to be on the system aspect of it. As a system it should focus on enabling capabilities, balancing adaptation and change in the organisational culture, full notice of situational factors, linkage with other function with right balancing between specialisation and diffusion
of the function. The structure of system must ensure its distinct identity with respectability for the function. In addition, proper differentiation of personnel administration, human resource development and industrial relation should also be done. But all efforts should be made to see that there is a common threat linking them with each other appropriately. Differentiation with integration is the best mechanism for any Human Response System. Any such system has to have a continuous and systematic monitoring mechanism to review the achievement and effectiveness and to take future steps for further improvement if necessary.

However a sound Human Response Development System may be, its own deliver must fruits unless it functions effectively. Building a strong feedback and reinforcing mechanism, balancing quantitative and qualitative decision, right mix of internal and external expertise with a quality of planning for evaluation not the revaluation of the system should be the underlined principle of any mechanism for the functioning of Human Response Development System.

It is evident from the discussion in the forgoing pages that an organisation had to pay adequate attention to Human Response Development function to be successful and effective. The responsibility for this lies mainly on the top management. The willingness of top management has to do in this direction which is manifested in the form of time and other
resources they are willing to invest for Human Response Development. With the right attitude of top management if Human Response Development is introduced as a total system in the organisation, the fullest benefits will accrue. It must be remembered that openness, trust, mutuality, collaboration, enthusiasm etc. are the essential requirements for making any Human Response Development System effective. Integrated Human Response Development System practised properly and sincerely has the significance of contributing positively to cultural transformation, higher productivity and excellent.