CHAPTER - I

HUMAN RESOURCE DEVELOPMENT - CONCEPTUAL ANALYSIS
A. SIGNIFICANCE OF HUMAN RESOURCES.

Management is concerned with the accomplishment of organisational objectives by utilising physical and financial resources through the efforts of human resources. The term 'Human Resource' is quite popular in India with the institution of 'Ministry of Human Resource Development in the Union Cabinet'. But most people may not know what exactly the term 'human resource' means.

According the Leon C. Megginson, the term 'human resources' can be thought of as, "the total knowledge, skills, creative abilities, talents and aptitudes of an organisation's workforce, as well as the value, attitudes and beliefs of the individuals involved".¹ The term 'human resources' can also be explained in the sense that it is resource like any other natural resource. Though the definition of Leon C. Megginson, seems to be comprehensive, it suffers from some minor deviations as compared to the modern context.

The term human resources from the organisational point of view can be defined as, the total knowledge, skill, creative, effective and efficient decision making abilities,
talents, values, beliefs, aptitudes, attitudes and commitment of individuals and groups involved in and concerned with an organisation.

Human resources play a crucial role in the development process of modern economies. Arthur Lewis observed: "there are great differences in development between countries which seem to have roughly equal resources, so it is necessary to enquire into the difference in human behaviour."\(^2\) It is often felt that, though the exploitation of natural resources, availability of physical and financial resources and international aid play prominent roles in the growth of modern economies, none of these factors is more significant than efficient and committed manpower. A nation with an abundance of physical resources will not benefit itself unless human resources make use of them.\(^3\) In fact the human resources are solely responsible for making use of physical and natural resources and for the transformation of traditional economies into modern and industrial economies. In essence, "the difference in the level of economic development of the countries is largely a reflection of the differences in quality of their human resources. The key element in this proposition is that the values, attitudes, general orientation and quality of the people of a country determine its economic development."\(^4\) The shift from
manufacturing to service and the increasing pace of technological change are making human resources the key ingredient to the nation's well-being and growth. And in a service-oriented industry, like Banking, the quality, quantity and utilisation of human resources become all the more important.5

In fact, one of the fundamental activity areas of management is the management of human resources. Thus, "in the management of four Ms - Money, machines, materials and men - it is needless to be labour the obvious point that, considering the nature of man, the management of men ....."6 is not only fundamental but also dynamic and challenging. "Successful management depends - not alone, but significantly-upon the ability to predict and control human behaviour." Among other things, if a company is economically successful, it means, the management has been able to manage human resources effectively.7 "The human resources are the active force in industrialisation, and strategies for development should concentrate particularly on their enhancement."8

Management of human resources includes guiding human resources into a dynamic organisation that attains its objectives with a high degree of morale and to the satisfaction of those concerned with it. Earnest Dale9
views management as the process of getting things done through other people. In fact it is said that all management is personnel management as it deals with human beings. Although there are different functional areas of management like production management, marketing management, financial management, materials management, all these are to be performed by human resources. And, though there is a separate personnel manager, all managers have to manage the human resources of their respective functions or departments to get effective results through and with the people. "Thus all executives must unavoidably be personnel managers." In short, all managers are personnel managers and all management is essentially human resources management.

**Human Resources Management - A Central Subsystem in an Organisation.**

As could be observed from the above, the human resources system in an organisation is not only a unique subsystem but a principal and central subsystem as it operates upon and controls all other subsystems. Thus in the words of Wendell L. French, "Personnel Management is a major pervasive subsystem of all organisations." Whatever in the environment affects the organisation as a whole also affects the human resources system. The human
resources system receives inputs from the organisation in the form of objectives and it results in individual and organisational performance that may be viewed as individual and organisational output. Both the human resources system and the entire organisation operate under the same culture, economic, social, legal, political and other constraints. Hence, greater the effectiveness and productivity of human resources, the more will be the effective functioning of an organisation. Peter F. Drucker has rightly observed the significance of human resources as, "managers are fond of saying 'our greatest asset is people.' They are fond of repeating the truism that only real difference between one organisation and another is the performance of people." In essence, the survival, development and performance of an organisation, although not solely but heavily, depends on the quality of human resources.

B. CHANGING TRENDS TOWARDS HUMAN RESOURCE MANAGEMENT.

Almost all disciples connected with the human element have developed gradually, influenced by other areas of knowledge. The field of human resources management, "..... as it currently exists, represents a crystallisation of a variety of historical and contemporary influences."
The approach towards personnel management has gone through different stages..... and this process of transformation is still going on ....

"Interest in, and concern with, the utilisation and organisation of human resources have been in evidence since antiquity."\(^{14}\) In the ancient times, when freedom of contract was the rule of the day, any enterprise could hire or fire personnel. It was not accountable either to the Government or the people or anybody else. Due to unequal bargaining power, employers used to exploit employees.

The industrial revolution of the 18th century saw labour as being "considered a commodity to be bought and sold and the prevailing policy of laissezfaire resulted in little action by Governments to protect the lot of workers."\(^{15}\) The remuneration for labour was also subjected to the law of demand and supply. However, this approach overlooks the influence which emotional and social characteristics have upon the working situation and has since "proved untenable....."\(^{16}\)

The factor of production approach regards employees as mere economic factors of production. It assumed workers to be merely tools or machines and treated them in the same way as the physical factors of production viz., materials, money, land etc.\(^{17}\)
Another significant development to the approach of human resources management was the scientific management movement. To this group of people, who were very much concerned with developing techniques for the maximisation of productivity, the contribution of the human factor to the attainment of this goal could be increased sizeably through the appropriate use of selection, training and monetary incentives. Fredrick W. Taylor and other protagonists of this school had little interest in the formation of personnel departments. But they did ".... make a major contribution to that end through a major insistence that management must pay attention to such matters as the selection of employees, training methods and development of appropriate ...." wage policy.

In this approach, the employer treats his employees largely as operating organisational or machines, capable of a certain volume of production.

This approach led to an impersonal attitude towards human resources and led the worker to think about protection or security rather than about output. "The resulting inefficiency together with the growing knowledge that .... the machinery concept of labour was not .... complete, led to the beginning of the welfare movement." However, some critics opine that scientific management
contributed towards harmonious industrial relations since the workers were also benifited through better working conditions, better pay and incentives and welfare programmes.

The growing strength of democracy and a sense of justice and fairness give impetus to collective bargaining.  

While the state recognised the right of employees to protection and to reasonable terms of service, the machinery set up in various countries to give effect to this recognition was different. However, "World war I gave an impetus to Government support of collective bargaining."

With the establishment of the ILO, it was recognised that in the field of labour, conditions involving injustice, hardship and privation for large numbers of people only imperil peace and harmony. The organisation declared that lasting peace can be established only if it is based on social justice. It had undertaken the obligation of improving the conditions of labour and thereby ensuring social justice. Thus, the labour legislations of different countries are the outcome of deliberations of the organisation.

Soon, the goodwill approach to labour and natural idea of labour began to gain importance. This led to the provision of various welfare measures such as safety, first aid, lunch rooms, rest rooms and the like, with employers
realising that the welfare of their employees had a direct effect upon their productivity. At this stage, the large employer, without a welfare movement was considered backward.

The natural resource idea treated workers as natural resources and steps were taken to protect them. Thus, child-labour laws, working hours for women, workmen's compensation, and health and accident legislation were passed. Occasionally, employers tried a new humanitarian idea.

The humanitarian approach to labour gripped the imagination of employers during 1910-1917. It was believed that arbitrary or paternalistic control by management was likely to lead to trouble. It declared that the physical and mental health of employees must be considered by management and that the state of their minds had much to do with the value of their services. The human conception stated workers had certain "inalienable" rights as human beings and these rights were as important as the rights of other persons. It was management's duty to recognise these rights. This doctrine held that all human beings are "equal in the sense that they have many of the same impulses and reactions."
Another trend is the co-operation between labour and management in tackling human problems of labour. This co-operation may be on an individual or union basis, for specific issues or general purposes. The employer, with a view to obtaining the co-operation of his employees, began to provide adequate basis of security and personal satisfaction.

Another important development which took place in 1920s was the institution of employee welfare programmes. This was the outcome of a realisation by employers that productivity depends to a great extent upon the attitude, willingness and loyalty of the human factor. These welfare programmes included recreational activities, credit societies, housing medical welfare, pension, gratuity and provident fund and the like.

Each employee has two lives, organisational life and life outside the organisation. The organisational life gets affected by the needs and aspiration of the employees as individuals in society and the effectiveness of human resources management depends on integrating these two lives. This led to many programmes reaching beyond factory into the homes of the employees and included their wives and children also.
Another development during the 1920s was the application of psychology to the problems of industrial relations. These investigations led to the recognition of many sources of employee dissatisfaction and led to a scope for employees to ventalate dissatisfaction more effectively.

The experimental studies in human relations, referred to as Hawthorne experiments, have had a great effect upon the human relations movement. Conducted by Elton Mayo and his associates between 1927 and 1932, they determined that the worker's attitudes and specifically his productivity was largely determined by norms established by the group. Mayo insisted on research and experimentation to discover the best ways to solve each problem.25

"Human relations as preached by Elton Mayo and his followers continues to this day as the central core of the approach of progressive managements to sound industrial relations."26 Its basic outcome is that the goal of human administration should be to provide the worker with job satisfaction, which in turn, results in higher productivity.

The citizenship approach to labour recognises that the individual worker has the right to be consulted in determining the rules and regulations under which he/she works.....27
Recently the relationship between employers and employees has come to be conceived of as a "partnership in a constructive endeavour to promote the satisfaction of the economic needs of the community in the best possible manner."

Thus, the trends in approaches towards human resources management have come a long way from the commodity concept of labour to the partnership approach to labour. But this does not mean that we have reached the most satisfactory system of employer-employee relationships. The most satisfactory and acceptable system of employee-employer relationships is the Father-Son approach advocated by Bhagawan Sri Sathya Sai Baba on 1st January 1970, while addressing a vast gathering of workers and managers of the Kamani group of industries in Bombay. We will call this as the Sri Sathya Sai Approach or the Guardian concept.

C. CHALLENGES OF HRM.

The changes in the external environment of an enterprise have a profound impact on personnel. Then changes include technological changes, cultural and social changes, politics and the like. These peculiarities and changes complicated the task of personnel management. Further, number of impressive changes have taken place in the level, aspiration, values and position requirement
of human resources. These are due to changes in technological innovations, more formal education, demands of the Government, trends in the employee roles, changes in the values of workforce, demands of employers, changes in structure of employment etc. Let's examine these in detail.

1. Technological Innovation

Just as necessity is the mother of invention, competition and a host of other reasons are responsible for the rapid technological changes and innovations all over the world. As a result of these changes, technical personnel, skilled workers and machine operators are increasingly required while the demand for other categories of employees has declined. But it is found that the supply of former category of employees has dwindled in relation to the demand for the same. Hence procurement of skilled employees and their increase in numbers to match the changing job requirements has become a complicated task. The situation calls for new organisational relationships and different motivational techniques to satisfy the changed relationships. It also demands a careful examination of the question of retaining technically skilled and efficient personnel in various organisations under conditions of intense competition.
2. Human Resource in the Country

The structure, values and the level of education of human resources in the country influence the HRM function of any organisation. The influence of manpower in the country can be studied through the changes in structure of employment.

a) Change in the structure of employment: Structure of employment in an organisation changes with the entry of workforce with different backgrounds (social, economic, region, community, sex, religion, traditions, culture etc.). There has been a significant change in the structure of employment with the entry of (a) candidates belonging to scheduled caste, scheduled tribe and backward communities, thanks to government's reservation policy, and with (b) female employees, due to increased career orientation among women to the suitability of women for certain jobs from different regions, facilitated by personnel working in various organisations these days hail from increased transportation facilities and mobile character of people. Further, technological revolution has brought occupational mobility. These changes in workforce have naturally complicated the task of HRM as the personnel manager, has to deal with the employees with different backgrounds.

(b) Changes in employee roles and their values: The changes that have taken place in the structure of the workforce over
the years has led to the emergence of new values in organisations. Among these are moves toward (a) emphasis on quality of life rather than quantity; (b) equity and justice for the employees over economic efficiency; (c) pluralism and diversity over uniformity and centralism; (d) participation over authority; (e) personal convictions over dogma, and (f) the individual over the organisation. Alienation from the job, increasing counter-productive behaviour, rising expectations and changing ideas of employees are some of the other factors responsible for the changing values and roles of human force. Consequently it has become necessary for the management to provide various fringe benefits to improve morale, to introduce negotiating machinery to redress grievances; to encourage employee participation in decision making and the like to pave the way for industrial democracy.

Another change in the values of employees is the declining work ethic. In the days gone by employees regarded job as a central life interest and pursued work assignments with single-minded devotion. In recent years, the work ethic has declined in favour of a more existential view of life. Work is regarded as only one alternative among many as a means for becoming a whole person in order to do one's own thing. Family activities, leisure, avocations
and assignments in government and schools are all equally viable means through which a person can find meaning and become self-actualised.

Further, employees are seeking a greater balance between their work lives and their personal lives, more leisure time and greater flexibility in scheduling time away from work especially in the 80s. Feeling severely constrained by the Monday-through-Friday, nine-to-five gruelling routine they find it difficult to schedule doctors' appointments, accommodate children's school schedules, and satisfy other personal needs away from work. Employees are demanding that management look more closely at work schedules which accommodate their needs in addition to the needs of the company.

(c) Level of education: Workers have been entering the organisations with increased level of formal education in recent years. Increased formal education led to the changes in attitude of employees. The well-educated employees always challenge and question the management's decisions and want a voice in the company's affairs affecting their interest. "As the base of education broadens, management must plan to deal with employees on a higher plane of logical interactions." One implication of an increase in educated and knowledge workers-accountants, engineers, social workers,
nurses, computer experts, teachers, researchers, managers
is that P/HRM will be called upon to find innovative ways of keeping these people challenged and satisfied. Knowledge workers often demand more responsibility and autonomy than their employers are willing or able to afford.

3. Changing Demands of Employers

Organisations also undergo changes and consequently their demands on employees will also change. The technological innovations and neck to neck race in the market demand that the existing employees adapt to the everchanging work situations and learn new skills, knowledge etc.

4. Local and Governmental Factors

Governments had neither time nor interest to spare for the problems pertaining to labour arising in industry till the end of 1940s. But the need for Governmental interference arose out of the belief that Government is the custodian of industrial and economic activities. Various reasons like problems of trade union movement, failure of many employers to deal fairly with workers, non-fulfilment of plan targets and the like, encouraged Governments to intervene in Personnel management and to enact various labour legislations. Consequently the Governments everywhere had imposed a complex web of rules and regulations on the employment policy of organisations by reserving certain
number of jobs of all categories to certain sections of the community. Hence the management cannot manage the human resources unilateral it used to do, because is now compelled to learn a new code of behaviour.


5. Employees' Organisations

The growth of industrialisation has led to the emergence of Employees' organisations throughout the globe. At present these organisations constitute one of the power blocks in many countries including India. With the formation and recognition of these organisations, the issues relating to employees' interest are no longer determined by the unilateral actions of management. Unions have to
be necessarily consulted on employment matters. To complicate the problem further, now-a-days, Unions have shifted their emphasis from economic tactics to the political pressures. Thus "... the unions have turned increasingly to governmental action as a means of achieving their objectives in addition to using the more traditional actions. As a result managerial discretion has been seriously affected on employment matters.

6. Customers

Organisations produce products or render services for the ultimate consumption/use by the customers. In a sense it can be said that organisations depend upon customers for their survival and growth. Customers' loyalty can't be purchased, if services rendered by employers are less qualitative. There were a number of instances of this kind in commercial banks in India. Similarly customers, may develop negative attitude towards the organisations, if organisations begin to discount their social and ethical responsibilities. Hence, personnel manager has to keep the customers' attitudes, beliefs and aspirations in the background while developing healthy employee attitudes especially in service industries.
7. **Social Factors**

Social environment consists of class structure, mobility, social roles, social values, nature and development of social institutions, caste structure and occupational structure, socially forward and weaker sections, traditions, religion, culture etc. These factors directly or indirectly influence the human resource management of an organisation via its human resources.

8. **Economic Factors**

A number of economic factors affect human resource management of an organisation by influencing its operations. Factors such as economic system, national income, per capita income, wage level and structure, distribution of income and wealth etc., exert significant influence over the wage and salary levels of an organisation.

9. **Political Factors**

Political stability, political parties and their ideologies formation of new political parties, splits in and amalgamation of existing parties naturally affect the trade union in an organisation. This, in turn results in intra-and-inter-Union rivalry, formation of new trade unions, splits in and amalgamation of existing trade unions etc.
These changes in trade unions' structure and functioning complicate the task of P/HRM.

Thus, many environmental factors affect the performance of specific tasks of HRM. Changes in the internal and external environmental factors complicate the job both of line and personnel managers in overseeing the contributions of human resources. Considering the complexities and the challenges in the HRM now and in near future, management has to develop sophisticated techniques and competent people to manage personnel on sound lines.

D. SIGNIFICANCE OF HUMAN RESOURCE DEVELOPMENT

As stated earlier, the term 'human resource' refers to the knowledge, skills, creative abilities, talents, aptitude, values and beliefs of an organisation's workforce. The more important aspects of human resources are aptitude, values, attitudes and beliefs. But, in a given situation, if these vital aspects remain the same, the other aspects of human resources like knowledge, skills, creative abilities and talents play an important role in deciding the efficiency and effectiveness of an organisation's workforce. However, enhancement of utilisation value of human resources depends on improvement of the human resource aspects like skill, knowledge, creative abilities and talents and moulding
of other aspects like values, beliefs, aptitude and attitude in accordance with the changing requirements of groups, organisation and society at large. This process is the essence of human resource development. It is clear from this interpretation that human resource development improve the utilisation value to an organisation.

The effective performance of an organisation depends not just on the available resources, but its quality and competence as required by the organisation from time to time. The difference between two nations largely depends on the level of quality of human resources. Similarly, the difference in the level of performance of two organisations also depends on utilisation value of human resources. Moreover, the efficiency of production process and various areas of management depends to a greater extent on the level of human resources development.

HRD assumes significance in view of the fast changing organisational environments and need to the organisation to adopt new techniques in order to respond to the environmental changes. The changing environmental factor include:

(i) Unprecedented increase in competition within and outside the country consequent upon the announcement and implementation of economic liberalisations, and
(ii) changing trends towards human resource management and complexities involved in it.

Trends towards market economy are more prevalent in most of the countries including the erstwhile communist countries. These trends towards marketing economy resulting in severe competition not only among the industries in the globe but also industries within the nation. This competition allows only the industries strong in all respects to continue in the market and the other industries are forced to withdraw from the market.

The vitality of human resources to a nation and to an industry depends upon the level of its development. Organisations to be dynamic, growth-oriented and fast-changing should develop their human resources. It is needless to say that the organisation possessing competent human resources grow faster and can be dynamic. Though the positive personnel policies and programmes motivate the employees, buy their commitment and loyalty but these efforts can not keep the organisation dynamic and fast changing. Organisation to be dynamic should possess dynamic human resources. Human resources to be dynamic acquire capabilities continuously, adopt the values and beliefs and aptitude in accordance with changing requirements of the organisation. Similarly, when employees use their initiative, take risks, experiment,
innovate and make things happen, the organisation may said to have an enabling culture. The competent human resources can be dynamic in an enabling culture. Thus the organisation can develop, change and excel, only if it possess developed human resources. Thus, HRD plays significant role in making the human resources vital, useful and purposeful.

E. THE CONCEPT OF HUMAN RESOURCE DEVELOPMENT

HRD is mainly concerned with developing the skill, knowledge and competencies of people and it is people-oriented concept. When we call it as a people oriented concept the question of people be developed in the larger or national context or in the smaller organisational context? Is it different at the macro and micro level? HRD can be applied both for the national level and organisational level. But, the present study is concerned with HRD at organisational point of view.

The concept of HRD is not yet well conceived by various authors though they have define the term from their approach as it is recent origin and still is in the conceptualising stage. It is an understanding of the term i.e., new or rather was new. HRD is not Training and Development. But many personnel managers and organisations view
HRD as synonymous to training and development. Many organi-
sations in the country renamed their training departments
as HRD departments. Surprisingly some organisations renamed
their personnel departments as HRD departments. Some educa-
tional institutions started awarding degrees and diplomas
in HRD eventhough the concept is not yet crystal clear.

The concept of HRD was formally introduced by
Leonard Nadler in 1969 in a Conference organised by the
American Society for Training and Development. Leonard
Nadler defines HRD as, "those learning experiences which
are organised, for a specific time, and designed to bring
about the possibility of behavioural change."31

The term learning experience refers to purposeful
or intentional learning not incidental learning.

Among the Indian authors T.Venkateswara Rao
worked extensively on HRD. He defines HRD in the organi-
sational context as, "a process by which the employees of
an organisation are helped in a continuous, planned way to:

(1) Acquire or sharpen capabilities required
to perform various functions associated with
their present or expected future roles;

(ii) Develop their general capabilities as indi-
viduals and discover and exploit their own
inner potentials for their own and/or organi-
sational development purposes;
(iii) Develop an organisational culture in which superior-subordinate relationship, team work and collaboration among subunits are strong and contribute to the professional well-being, motivation and pride of employees.

HRD from organisational point of view is a process in which the employees of an organisation are helped/motivated to acquire and develop technical, managerial and behavioural knowledge, skills and abilities, and mould the values, beliefs, attitude and aptitude necessary to perform present and future roles by realising highest human potential with a view to contribute positively to the organisational, group, individual and social goals.

A comparative analysis of these definitions shows that the third definition seems to comprehensive and elaborate as it deals with the developmental aspects of all the components of human resources. Further, it deals with all types of skills, the present and future organisational needs and positive aspect of contribution to not only organisational but also other goals.

The analysis of the third definition further shows that there are three aspects viz., (i) Employees of an organisation are helped/motivated ... (ii) acquire, develop
and mould various aspects of human resources and (iii) contribute to the organisational, group, individual and social goals. The first aspect deals with helping and motivating factors for HRD. These factors may be called 'Enabling Factors' which include: organisation structure, organisational climate, HRD climate, HRD knowledge and skills to managers, human resource planning, recruitment and selection. The second aspect deals with the techniques or methods which are the means to acquire, develop and mould the various human resources. These techniques include: Performance appraisal, Potential appraisal, Career planning and development, Training, Management development, Organisation development, Social and Cultural programmes, workers' participation in management and quality circles. The third category includes the outcomes of the HRD process to the goals of the organisation, group, individuals and the society.

F. HUMAN RESOURCE DEVELOPMENT FRAMEWORK

Recent economic liberalisations announced by Government of India tend towards market economy and started creating more dynamic environment in India than ever before. HRD plays a significant and crucial role in market economies under dynamic environments. Human Resource Development should be effective and efficient. HRD can not be effective
for the candidates who do not possess potentials to perform present and future roles in organisations in dynamic environment. HRD to be effective should essentially have a strong base of human resource planning, recruitment and selection based on effective HRD requirements. These base factors enable the organisation to develop its human resources efficiently.

Human resource planning for HRD should plan for human resources not only for the present and future jobs but also roles. Further, human resource planning should plan for potentialities. Recruitment for HRD refers to searching for prospective employees having skills, talents and potentials to carry out the present and future jobs and also for development and motivate them to apply for jobs. Selection for HRD refers to designing the selection techniques like written test, selection tests, interview etc., fit for selecting the candidates suitable for further development. These base factors influence the analysis of roles of employees as individual, as members of teams and organisation, along with the everchanging environment. The positive base factors exert positive influence on the analysis of roles and vice versa is true in case of negative factors.

Analysis of roles of employees as individuals, members of teams and members of organisation helps the organisation to know the employees' present capabilities and
potentials. Further, performance appraisal and potential appraisal techniques help to evaluate the present capabilities, performance and potentials more accurately.

Organisational plans including the plans for change, based on environmental opportunities and threats are the bases to determine organisational requirements. Organisational requirements, in turn are the basis to determine the future requirements of various roles in the organisation. The difference between the employees' present capabilities and future role requirements are the human resources to be acquired and developed.

Human resources to be acquired and developed are determined in terms of skills, knowledge, abilities, values, aptitude, beliefs, commitment etc. Suitable technique(s) of human resource development is/are to be selected depending upon the resource to be acquired and developed. These techniques include: Performance appraisal, Potential appraisal, Training, Management development, Organisational development, Career planning and development, workers' participation in Management, Quality circles and Social and Cultural programmes.

The outcomes of HRD are four-fold viz., to the organisation to the individuals, to the groups and to the society. HRD benefits the organisation by developing the
employees and make them ready to accept responsibilities, welcome change, adapt to change, enables the implementation of the programmes of total quality management, maintenance of sound human relations, increase in productivity and profitability. The HRD also benefits the individuals in achieving of potentials, increase in performance, fulfilling their needs and enhancing social and psychological status.

The HRD helps the groups in the form of increase in cooperation, increase in collaboration and team effectiveness. Further, it helps the society in the form of developing human resources and increased contribution of human resources to the society.

REFERENCES.


22. Wendell L. French, op. cit., p.16.

23. Ibid., pp.3-4.

24. Wittee E. Edwone, "The Evolution of Managerial Ideas in Industrial Relations, Bulletin No.27, New York State School of Industrial and Labour Relations, Cornell University, 1958, p.5. But some (employers as well as employees) did not appreciate this paternalistic behaviours of employers. "They contend that by providing good wages and working conditions, each employee would be in a position to provide for himself according to his own standards what is "good" for himself.


28. The First Five Year Plan in India has recognised this approach. First Five Year Plan, Government of India, New Delhi, 1951-52.


31. Ibid.