CHAPTER-II

HUMAN RESOURCES DEVELOPMENT – A CONCEPTUAL FRAMEWORK

Human Resource Development is a multidimensional concept. It is growing fast both as a professional discipline and as an important management function. HRD treats human beings primarily as an input in production process – as a means rather than an end. It treats humans as a resource, which is instrumental in attaining organizational goals. For purposes of conceptual clarity HRD is distinguished from some of the closely related aspects like human development, human resources management, human relations and human resources planning, etc.

Human Resources Development and Human Development

Human Development is considered as identical with human resources development by some on the premise that the outcome of both would be the same as both aims at development of human beings. However HD (Human Development) perspective would be concerned with all members of the society – highly productive, less productive, even non-productive including the old, the infirm, the chronically sick and those with disabilities. Welfare approaches look at human beings as beneficiaries and not as agents of change in the development process. The term Human Development (HD) is more relevant in this context. It focuses on enlarging human choices, which are infinite and can change over time. Satisfied humanity is the ultimate objective of HD. HD perspective gives more importance to those dimensions, which satisfy human beings.
Human Resources and Human Relations

Human ability, ingenuity and skill can be achieved to the maximum extent through effective meaningful and thoughtful human relations. A human relation is a plain speaking guide to the effective management of people – the only resource that can answer back. Human relations refer to all the interactions that can occur among people, whether they are conflicts or cooperative behavior.\(^1\) A human relations programme deals with industrial relations resources for work, management development training together with various aspects of the work environment and behavioral sciences. Dubrain perceives human relations as the art and practice of using systematic knowledge about human behavior to achieve organizational and personal objectives.\(^2\) Thus improvement in organizational productivity by improving human satisfaction is the core of a human relations programme. This approach seeks to improve employee morale and motivation, through employee participation in decision-making and effective two-way communication. Here the close relation between human relations approach and an effective HRD programme is obvious. HRD too aims at improving employee morale and enables him to be a willing partner in the growth of the organization.

Human relations programme and HRD programme go hand in hand and are interdependent. Both have a common purpose of motivating individuals to live creatively and actively and making them fully functional individuals. These essential qualities in an individual form the core of human relations and HRD programme.

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Human Resources Management (HRM), Human Resource Planning (HRP) and Human Resources Development

The terms HRM, HRP and HRD are used interchangeably by some organizations. Despite their interrelationship these terms have their own distinct connotations. HRP deals with the future aspects of manpower requirements, of the organization for its various jobs. HRM emphasizes the potential of employees as organizational assets by adopting a proactive approach. It deals with effectively managing the workforce.

The essence of HRD is growth and development of the individual and thereby the organization. It is primarily concerned with the individuals benefit and in the process benefits for the organization too.

Human Resources Management (HRM)

Drucker the ‘management guru’ defines HRM as a methodical and systematic discharge of all activities that have to be done where people are employed, especially in large numbers their selection and employment, training medical services, the cafeteria, safety, the administration of wages, salaries and benefits and many others. Klat Lawerence, A, perceives the term “personnel/human resources management” comprising of the managerial activities involves in planning for recruiting, staffing, training developing, rewarding utilizing and maintaining human resources. HRM calls for strategy, new mechanisms, goal setting and above all achieving organizational strategic objectives.

HRD is an integral part of HRM. Its major focus is on extracting extraordinary performance from an ordinary employee by enhancing his/her physical, mental, social and spiritual well being and enabling that individual to derive maximum level of life satisfaction.

The scope of HRM is widening. The responsibilities of yesterday’s personnel managers were characterized as ‘maintenance activities’, primarily at the operational, (short term) secondarily at the managerial (medium term) levels of organization. In contrast today, human resource managers need to function successfully at three organizational levels; operational, managerial and strategic\textsuperscript{5} (long term).

The new roles of today’s human resources manager include strategic business partner, employee advocate, diversity manager, maintainer of organizational culture, facilitator of organizational change and internal consultant.

HRM is thus related to all the activities pertaining to the personnel of the organization, right from their recruitment, training and developing of human resources.

**Human Resources Planning (HRP)**

‘Human Resources Planning’ or ‘manpower planning’ is concerned with determining the personnel requirements at present and in future and the ways and means of meeting those requirements so that the plans of the organization are carried on smoothly. HRP deals with the qualifications of the type of skills, abilities and people required to perform the various functions of the organization efficiently. Based on the past experience the management projects and forecasts its future personnel requirements

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and hence deals with the future. HRP is concerned with seeking to optimize the manpower part of the total system. Basically, it involves the ability to determine with reasonable accuracy the type of people it needs to recruit without wasting the skills and abilities of the human force at any stage and recognizing means of exploiting opportunities for the better use of manpower.

Manpower planning or human resource planning is thus defined as "the systematic analysis of human resources in future directed to minimize uncertainty and surprise and to eliminate mistakes and wastages."\(^6\)

**Interrelationship between HRP, HRM and HRP**

There is a close interrelationship between HRD, HRM and HRP. These three terms are interrelated in terms of their conceptual and practical implications. It is contended that effective HRP leads to efficient HRM and both together contribute to constructive HRD. A definition of HRM brings out clearly the interrelationship between HRD, HRM and HRP. "Effective management of human resources implied identifying right kind of people, socializing them in the right direction, training them and assigning tasks and roles that bring out their best, motivating to put effort and perform well creating conditions, where the employees enjoy work and have a sense of fulfillment".\(^7\)

**Human Resources Development – Conceptual Dimensions**

The perceptions of various experts about the HRD provide multidimensional conceptual parameters of the term. Prof. Len Nadler\(^8\) made formal introduction of the

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concept of HRD in 1969 in the American Society for Training and Development Conference. The same year the US President Nixon introduced some new programmes aimed at human resource development and then onwards the concept of HRD became popular, both in the academic circles and in the business world.

Nadler defined HRD as organized learning experiences in a defined period of time to increase the possibility of improving job performance and growth. Nadler has referred to the well planned, defined and organized training imparted to the worker with a view to increase his knowledge, information and skill/ability in performing his job as the main concern of HRD. The training imparted to the worker is preplanned by the organization and not incidental. Nadler’s definition refers to the learning experiences, which need to be imparted in a definite period of time. However, Nadler contends that HRD cannot assure that as a result of the learning experience performance will change. He says that organized learning experiences increase the possibilities of improving job performance and do not guarantee it. Nadler’s definition implied HRD is basically related to training. This however over estimates the importance of training. In the process other aspects like career planning and counseling, organization development performance appraisal are over shadowed.

Nadler’s definition refers to organized learning experiences in a definite period of time. However HRD is a continuous process and no time limit can be attributed to it.

Another definition by Douglas Hall stresses the need for identifying the inborn skill of an individual and developing it through relevant training sessions with the long-term gain of organization in view.
Hall defines HRD as “the identification of needed skills and active management of employee learning for the long-range future in relation to explicit corporate and business strategy”. Hall’s definition implies that it is the organizations duty to locate such skills and utilize them for organizational benefit. Whereas Nadler’s definition of HRD stressed the individuals’ growth and development through training, Hall’s definition stresses on the organizations benefit from the HRD programme. Both definitions seem to have ignored the mutual benefits of the individual and the organization. Further both Nadler and Hall seem to over rate the importance of training thereby conveying an idea that HRD means training only.

Schelm has defined HRD as “aiming at matching the organizational needs for human resources with the individual need for personal career growth and development”. Thus Schelm believes that both the organization and the individual depend on one another for attainment of their goals. According to him HRD is achieved at the point where the needs of both the parties are at ‘breakeven’ point i.e. evenly matched. Schelm’s definition does not explicitly mention as to how individual growth and development may be achieved. The talent of an individual has to be identified, nurtured and exploited on a continuous basis so that his aspirations are realized. Schelm makes no mention of this process. However his definition does not restrict the scope of HRD only to training and it broadly covers the essence of HRD.

Gunnar Myrdal the noted economist has comprehensively defined HRD in terms of its components viz. food and nutrition, clothing, housing and sanitation,

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healthy facility, education, information media, energy consumption and transport. Myrdal comprehends that when an individual’s need with regard to the above eight components is satisfied human resources development is accomplished.

The definition gives more general view of the HRD by indicating the 8 components of HRD. However there is no reference to the organizational efforts aimed at exhibiting the creative abilities of the employees for mutual benefit. The definition is lacking in certain essentials.

Harbison and Meyers\textsuperscript{12} have defined HRD as the process of increasing the knowledge, skills and the capacities of all the people in the society. This definition refers to all round improvement in the ability, knowledge and aptitude of all the people in society. This definition too is more general and refers to the purpose of increasing the knowledge and capacities of the people. However it has not recognized the important aspect of mutual benefit of individuals and organization.

T. V. Rao\textsuperscript{13} has perceived HRD as a process by which the employees of an organization are helped in a continuous and planned way to

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

(ii) Develop their general capabilities required to perform various functions associated with their present or expected future roles.

(iii) Develop an organizational culture in which the superior subordinate relationships, teamwork and collaboration among sub-units are strong and contribute to the professional wellbeing, motivation and pride of employees.

The above definition implies that various inputs like training, counseling and organizational development are used to initiate, facilitate and promote the HRD process in a continuous way.

Enthemkuzhy\textsuperscript{14} has taken a holistic view of HRD when he says, "HRD is a process undertaken to promote the intellectual, moral, psychological, cultural, social and economic development of the individual so as to help him achieve his highest human potential, as a resource for the country. It means a total all-round development of the person so that he contributes his best to the community and the nation.

The various definitions of the experts on HRD convey the basic view that the concept of HRD aims at a better understanding of people, their need and hopes. It seeks to generate awareness among them of their role as a resource to the organization for attainment of its goals and objectives thus minimizing the areas of conflict between the two. It can be concluded that the optimum utilization of valuable human resources is possible when HRD is adopted as a total system approach within the organization. The HRD system, if properly intimated can contribute significantly to positive cultural changes, increased productivity and excellence in the organization.

Economists Perceptions of HRD

Economists have perceived human resources as human capital and development of human resources as an investment activity. Theodore Schultz\textsuperscript{15} has affirmed that human capital that results from investment in education, training and medical care has increased more rapidly than non-human capital. He perceives that increases in labour productivity may in large part be a return to investment in human beings. He elaborates his ideas by saying, “The more important types of human investment include health facilities and services, on the job training, formal education adult study programmes not organized by firms and migration of individuals and families to better jobs”.

Schultz\textsuperscript{16} has further quoted economists who considered human beings as capital. He says “Among the few who have looked upon human beings as capital there are three distinguished names. The philosopher-economist Adam Smith boldly included all of the acquired and useful abilities of all of the inhabitants of a country as a part of capital. So did H. Von Thunen, who then went on to argue that the concept of capital applied to man did not degrade him or impair his freedom and dignity but on the contrary that the failure to apply the concept was especially pernicious…” However Schultz has observed that the main stream of thought among economists has held that it is neither appropriate nor practical to apply the concept of capital to human beings. Marchall whose great prestige goes far to explain why this view was accepted, held that while human beings are incontestably capital from an abstract and mathematical point of view, it would be out of touch with the market place to treat them as capital in practical analyses.


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Eminent economists in recent years have strongly advocated the importance of investment in human resources. These include Simon Kuznets, Edward P. Demison, Gary S. Becker, Jacob Mincer and B. A. Wisbrod. These writers have emphasized the usefulness of human capital estimates, for the determination of optimal levels of investment, in education health, training and other HRD programmes.\footnote{Mehta M. M. (1976) HRD Planning with Special Reference to Asia and the Far East, McMillan Co. of India Ltd., Meerut, pp. 4-5.}

**HRD and Education**

Education produces capital by transforming unskilled labour into human capital "...the development of human resources is the main function of education" education and HRD have one goal in common viz., development of the individual according to his potential. The concept of education as an investment has been increasingly accepted since HRD through education has multiplier effect. Education is a dynamic force in the development of individual personality. It is vital in the promotion of new attitudes and values, in the enhancement of knowledge and culture.

Individuals can acquire capacity through education to work and manage their affairs in a better way. Education plays useful role in removing the barrier of the existence of ignorance, illiteracy and lack of training of the work force of a country.

**Education, Economic Growth and HRD**

Studies conducted by Schultz, Becker, Denison etc. have firmly asserted that education is a crucial factor in economic development. Denison\footnote{Denison Edward F. (1962) The Sources of Economic Growth in the US and the Alternatives before us, Commission for Economic Development, New York.} has argued that education contributed to economic growth by raising the quality and productivity of labour and by accelerating the rate at which society's stock of knowledge itself advances.
Denison\textsuperscript{19} concluded in his study that education alone was responsible for 23\% of the growth of the total real income and 42\% of the growth of real national income per person employed. Schultz's\textsuperscript{20} study for the period 1900-1956 reveals that the income elasticity of demand for education was about 3.5 times over the period and alternatively education considered as 'investment' might be considered as 3.5 times more attractive as investment in physical capital. Norman Hicks\textsuperscript{21} has found that in the fast growing middle-income group nations an increase in literacy of 20 percent pushed up growth by 0.5 points.

These studies indicate that qualitative improvement in education is the backbone of any strategy of HRD and economic growth. Education contributed towards effective improvement in productive life and hence plays important role in HRD.

**Type of Education for HRD**

Education consists of varied types and its utility for HRD is indicated here.

1) General Education:

General education provides basic knowledge on important issues and equips individuals with learning skills and provides a basis for specialization and competency development.

\textsuperscript{19} Denison E. F., Ibid., p. 127.
\textsuperscript{20} Schultz T. W. Op. Cit.
\textsuperscript{21} Norman Hicks (1980) Economic Growth and Human Resources World Bank Staff Working Paper No. 408. IBRD, Washington DC, USA.
2) Specialized Education:

This is a chosen field of education. It provides deep insight into the field as a result of wide base of practical work, project studies and reports. Individuals are motivated to investigate into problems and they are encouraged to develop an investigative tendency.

3) Practical Orientation through Education:

Experience of situations and challenges in the work place play a pivotal role in shaping managerial staff. Managerial skills are developed through encounters with problems and interaction with people.

4) Information Intensive Education:

For an all-round HRD education should be adequate enough to prepare our human resource to handle varied situations with efficiency. This involves imparting of more information intensive education.

5) Vocationalization of Education:

Vocational type of education recognizes the importance of practical education. Institutions like ITI, Polytechnic, Biology, Chemistry and Electronics are essential towards this end. Public awareness and confidence in vocational education should be increased.

**Education and Stress Management**

Managerial skills of decision makers come under severe stress due to new technologies. Hence the human resources should be thoroughly prepared and well equipped to overcome stress through appropriate training and consultation.

**Education Creativity and Innovative Skill**

Expansion of skills, along with technologies must be the central theme of education meant for promoting HRD. Basic scientific and technical qualifications are
indispensable in this direction. Further it is necessary that an individual’s creativity and innovative ideas be given a chance of exposure. The highly interactive nature of the emerging technologies and their information intensity, necessitate that human resources are well trained in effective self-management and capable of converting their innovative ideas into reality.

**Psychological and Sociological Approach to HRD**

HRD is directly related to the change in man's productive behavior. For an effective HRD programme the basic ingredient in an organization is a proper understanding of the needs and behavior of the employees and timely and appropriate motivation desired to achieve an increase in the company's productivity. A psychological attitude is to be developed by an organization for successfully achieving the goals of its HRD programmes.

Psychologists believe that there is an optimum environment in which people work efficiently. If the environment is not congenial the worker may commit errors or work slowly and carelessly or may absent himself from the work. The HRD department should undertake effective counseling to make the worker feel that the work place is safe and the atmosphere is congenial. HRD department should aim at making the worker industrially active and not industrially reactive. Mere wage incentives do not work here. There must be opportunities for consultations on personal problems. Group discussions, open discussions, retraining of leaders in accordance with democratic standards yield remarkable results psychological studies have concluded that human relations oriented supervisory styles effect productivity.
Sociologists' preparation of HRD is related to a mixture of social conflicts, thoughts or resources are by implication concern, industrial sociology or social psychology. Human resources is concerned with the human side of the business organization with groups of people with friends and enemies with varying needs and interests with emotions, resources, attitudes, cliques, sociology of human resources is concerned with the services classifying, predicting and understanding human behavior in business and industry. Burleigh and David\(^2^2\) have observed "It is a study of social system in industry and studies systems of authority, relationship between live and staff authority, the flow of work in relation to the social group, the sentiments, attitudes and feelings of people the actions of people participating in social situations, the interaction of sentiments and action within social system.

The sociological approach to HRD has the advantage of bringing out the human aspects of the employee employer relationship. It has developed useful techniques of measurement of social organization attitudes and sentiments.

Studies have proved that sociological factors such as attitude play a crucial role in the productivity of an organization. Elton Mayo\(^2^3\) has mentioned that absenteeism and labour turnover resulted from a feeling of being lost in the industrial technology.

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Henoe intelligent leadership was necessary to weld workers into motivated working groups, which would result in higher production, better attendance and less labour turnover.

**HRD and Management**

Management is concerned with exposing and exploiting the creative ability of the individual. Management deals with varied managerial procedures of planning, implementing, monitoring and evaluation to extract work from an individual in the organization. HRD is an instrument to reach this goal. Peter Drucker\(^{24}\) has observed “It is no accident that there is so much talk about human relations, about giving the workers a sense of responsibility and so much emphasis on their feeling of importance and so little on making them and their work important, people are considered as the greatest asset by Drucker who maintains that the only difference between one organization and another is the performance of people. However the accounting treatment of people shows them as ‘costs’. Human beings are always directed by the information and measurements they receive. Hence it is necessary to show people as capital investment on the asset side of the balance sheet.

The importance of human factor is stressed by Terry and Franklin\(^{25}\) “An enterprise is made up of humans, binding together for mutual benefits and the enterprise is made or destroyed by the quality and behavior of its people, what distinguishes an


enterprise is its human resource having the ability to use knowledge of all kinds”. HRD and management are closely related to each other. This stems from the fact that men who managed are men and that they will judge nature of the approach towards them by the management.

F. W. Taylor and Frank and William Gilbreth attempted to develop new ideas of Scientific Management their initial efforts related to the installation of new incentive schemes, broadly designed to improve workers productive efficiency. An Indian writer, Nanjundaiah\textsuperscript{26} has observed;

"The essence of HRD and management lies in making the capabilities and performance of yesterday the minimum of today and in return making those of today the minimum of tomorrow. It is in this sense that HRD and Management are continuous journey and never reach a final destination through sustained managerial excellence and timely managerial interventions.

**HRD Interventions**

There is a positive and direct relationship between the quality of human resources and the organizations performance and productivity. HRD process strives to bring about the improvement in the quality of human resources through a series of continuous uninterrupted interventions. These interventions help in improvement in leadership abilities, effective communication and team spirit, heightened morale and enhanced motivation.

\textsuperscript{26} Nanjundaiah H. H., HRD and Management Consultant, Bangalore.
These in turn will result in boosting productivity. HRD interventions lead to better utilization of the company’s working capacity, lesser absenteeism, turnover, fewer accidents and more job satisfaction.

This essence of HRD aims at achieving the objective of higher productivity through the following interventions.

1) Training
2) Performance appraisal
3) Career planning and counseling
4) Organization development
5) Employee relations and their quality of work life
6) Organization communication
7) Quality circles
8) Rewards
9) Human resources information

**Training**

Training is an important tool of HRD Dunn and Stephens\(^27\) maintain “Training refers to the organization's efforts to improve an individual’s ability, to perform a job or organizational role and development refers to the organization’s efforts (and the individual’s own effort) to enhance an individual’s abilities to advance in his organization, to perform additional job duties”.

Training enables employees to undertake jobs with responsibility and efficiency.

The basic idea behind training is to reduce waste in the use of men, money, machines and materials.

**Training Methods**

Training can be 'inplant training' or through 'external deputation programme.'

1) Inplant trainings cover lectures, case studies incidents and discussions, induction training for fresh employees, role playing, programmed instruction, demonstration, brain storming sessions and simulation techniques, craft training, buzz groups, managerial and supervisory development programmes and job relation.

2) External deputation programmes involve employees deputation outside either to companies engaged in the same occupation or to institutes, which provide consulting services and conduct specialized training programmes. Alternatively employees may also be deputed to participate in trade fairs, business conferences, exhibitions, seminars, etc. organized by reputed institutions.

**Performance Appraisal**

No other managerial problem has attracted as much attention as the method for appraising performance. An effective performance appraisal system serves some important purposes viz.,

1) Performance improvement
2) Employee development
3) Better supervisory understandings
4) Guides interval mobility of labour
5) Facilitates wage and salary treatment
6) Validates all personnel programmes
Leap Terry and Michael D'Crino²⁸ have defined performance appraisal as the process of assessing the quantitative and qualitative aspects of an employee's job performances.

Different practices prevail across different organizations about the type of raters who does the appraisal. Most commonly found raters include immediate supervisor, peers, subordinates, self, and client served by the organization. It is generally admitted that continuous appraisals with multi raters using multiple instruments consisting of various performance appraisal systems are more reliable, valid, and acceptable.

Manjunath Kotian²⁹ views there is an almost universal dissatisfaction with the way in which organizations appraise employees. The following cardinal principles are suggested for an appropriate appraisal system:

1) The measurement system should be linked to the philosophy, culture, strategy, and goals of the organization.
2) Measurement should be applied to all levels of employees in the organization.
3) Multiple measures should be used within jobs and across levels.
4) Different measurement systems may be appropriate for different organizational units.
5) Measurement may be applied to an individual or group of workers depending on the characteristics of the work.
6) Measurement should address both long and short-term aspects of performance.
7) Measurement should address both behaviors and results.
8) What is being assessed should be under the control of the individual being evaluated.

Career Planning and Counseling

Career planning is an important input of an HRD programme. It involves planned efforts on the part of the organization to chalk out and define career paths for its employees and counseling them about reaching these paths and thereby improve the organizational effectiveness.

Employees are made aware of the career paths well in advance. Employees are motivated to reach these paths and they strive to put in their best and attain high levels of achievement.

Career counseling focuses on the analysis of job requirements and identification of training needs. Counseling is a dyadic process between the organization on one side and the employee on the other. It differs from training mainly in its intensity of dyadic relationship and its focus on establishing mutuality and confidentiality. It enables employees to acquire insight into their future prospects in the organization and the ways and means of reaching those levels. The employee realizes his potential, understands his strengths and weaknesses, and increases his personal and interpersonal effectiveness.

Counseling helps employees to integrate with their organization and have a greater sense of involvement and satisfaction. A study by Holoviak suggests that there is a link between the existence of defined career paths and the effectiveness of the organization.

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Organization Development

Organizational development is a crucial HRD intervention. It believes that the people perform better when they feel trusted. French\textsuperscript{31} has perceived OD as a long-range effort to enhance an organization's problem solving capability and its ability to cope with changes in its external environment with the aid of change agents. Bennis\textsuperscript{32} observes OD represents a response to change a complex educational strategy purporting to change the beliefs, attitudes, values and organization structure with a view to effectively adopting to new technologies, markets and challenges and the unsteady rate of change itself.

These definitions convey the significance of the fundamental change in organizational culture thereby leading to an improvement in productivity. OD is a planned and a systematic process of ascertaining the psychological health of the organization, Under OD process periodical employee surveys are conducted and problems such as absenteeism, interdepartmental or interpersonal conflicts, low productivity etc are solved. Organizational development involves interventions designed to address environmental issues or culture in the organization.

Quality Circles

Quality control circles which are popularly known as quality circles (QC), have contributed a noticeable increase in work effectiveness and substantial improvement in the quality of work. Quality circle is a group of employees of an organization normally belonging to the same department who meet periodically to identify and study problems faced by them to suggest ways and means of solving these problems to the management.

or to take necessary steps to solve these problems themselves. The quality circles were started in Japan in 1962.

The concept of quality circles includes the quality of everything that an organization is involved with, like the quality of management and work organization, productivity, turnover, satisfaction, reliability value for money, after sales service and support, customer information and training case of maintenance, speed of service as well as organization usage and customer confidence in it.

Quality circles are formed with the employees whose membership of the circle is voluntary. Participation of employees in QCs ensures excellence of performance by extracting total commitment, dedication and innovative spirit of employees. Employees have better job satisfaction higher sense of satisfaction of social needs like group belongingness and good work relations.

Quality circles are helpful in finding easy solutions to work related problems. They also ensure better communication and better industrial relations in improvement in cost, safety, productivity and quality. This leads to strengthened relations between the organization and its employees.

To ensure success of the QCs it is essential that active participation of all employees. Training should be imparted to employees about the QC concept.

**Employee Relations and Grievance Management**

Effective and cordial employee relations and satisfactory or convincing grievances management is imperative for an organization to have a highly dedicated, committed work force. HRD intervention through improved relations between the organization and the employees will gain higher productivity by way of upgrading of
conceptual, managerial, behavioral and technical skills and thereby has a contended labour force.

Cordial and healthy relations between the organization and its employees can be achieved through providing welfare benefits such as medical, insurance, holidays and vacation, and by providing healthy food and beverages in the canteen, good heating, air conditioning and lighting arrangements, providing recreation facilities etc.

**Rewarding**

Employees can be motivated by way of rewarding them for their performance. It is easy to extract the best out of an individual by recognizing his worth and his abilities rewards lubricate relations between the employee and the organization rewards encourage the employees to acquire and apply positive attitudes and skills.

Rewards take the form of public appreciation either in the magazines or newsletters of the organization or by way of announcing awards of achievement, award of special incentives or increments or solutions for a valuable training programme etc.

**Human Resource Information and Communication**

An effective employee relation as HRD intervention requires that, there should be good organization communication, which provides information to all workers. Communication is the process of meaningful interaction among persons in an organization. Communication is a two way process while one person is communicating the other is receiving the communication. The communicator must be aware of both sides of this communication equation. Taking the other side for granted is often the cause for miscommunication.
There are some communication blocks, which the HRD intervention should try to overcome. These communication blocks are:

(i) Organizational blocks
(ii) Status blocks
(iii) Intentional blocks
(iv) Faulty expressions and translations
(v) Faulty listening and
(vi) Communication gap.

Towards a New Paradigm of HRD

Experts and academic thinkers consider that strategic integration of organization with global environment warrants a new paradigm of HRD. A new era of HRD has taken root in organization design with utmost role for human resources in shaping corporate / business strategies and organization adaptation to external environment. It is found that the new HRD also frames environment / responsive strategies unheard of in the present century. The new paradigm and functioning of HRD is quite new concept of what is already emerging in some of the organizations across the world to meet the challenges of globalization. Obviously, HRD is the center stage of new organization design and organization development which alone enables the 21st century organization to achieve globalization.

HRD Evolution and Growth

HRD was first applied in 1968 in Washington. However Prof. Lan Vadler made formal introduction of the concept in 1969 in the American Society for Training and Development Conference. The same year US president Mr. Nixon introduced some new
programmes aimed at human resources development and then onwards the concept of HRD became popular both in academic and business world.

HRD in India

In India professional outlook to HRD began in 1970 though the process might have existed to some extent earlier. Larsen and Turbo is perhaps the first company in India to design and implement an integrated HRD system in the 70s with an objective of facilitating growth of employees especially at the lower level. It is also suggested that the term HRD was first introduced for the first time in India in the State Bank of India in 1972. However by the late 70s it had spread to many private sector organizations.

HRD in Private Sector

Many private sector companies had introduced HRD departments in their organizations. Private oil companies like ESSO (Non HP), Burmah Shell (Bharat Refineries) and Public Sector Indian Oil accepted training as a crucial tool for the development of human resources. Companies like Hindustan Lever, IBM, Dunlop, Metal Box, Union Carbide and Business Houses like Tata's and DCM set up their own staff training centers to train their managerial personnel.

Rao and Abraham\(^3\) from their studies in 1984 have found that 30 percent of the 53 companies surveyed by them had their HRD departments. The other 38\% of the companies have HRD function in the ‘Personnel Dept’

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The Government of India created a separate ministry of HRD in 1985. This has created more awareness about the HRD both in public as well as private sector.

The ministry has the following sub-divisions.

1) Department of Education
2) Department of Youth Affairs and Sports
3) Department of Arts
4) Department of Culture
5) Department of Women’s Welfare

Whereas departments no. 2, 3 and 4 have been clubbed under department of education, department of women’s welfare has been functioning as a part of the social welfare / social security and even home affairs. The creation of the HRD ministry has added a new dimension to the efforts towards HRD.

**HRD in Government**

HRD in Government refers to two aspects viz.

(i) It refers to the HRD activities in the various ministries, departments and government agencies.

(ii) Secondly it refers to the role of Government at the macro environmental level policies and conditions, which affect HRD in various other organizations.

Government has undertaken training activities for its personnel, job rotation, selection, manpower forecasting and maintaining personnel data bank.

Subsequent to setting up of Indian Administrative Services and Administrative Reforms Commission Government Officers are deputed for training in and outside the
country. Computerized manpower data is done. There are systematic and carefully considered postings for specialized assignments.

**HRD in Public Sector**

In 1967 Institute of Applied Manpower Research began offer programmes to develop managers from enterprises in manpower planning and development. In company programmes were started by leading companies public sector corporations like Coal India (staff college of CIL), Steel Authority of India (SAIL), Fertilizer Corporation of India (FCI), Management Development Institute (MDI), LIC of India Ltd., Hindustan Aeronautics Ltd. Bangalore, AIR Staff College Bombay, Indian Airlines, Indian Oil, Bharat Heavy Electricals Ltd. (BHEL) have their training establishments.

Banks have established their training institutes. Banker’s Training College of RBI prepared its personnel in the field of executive development in the banking sector. The Vaikunth Mehta National Institute of Cooperative Management Poona acts as the main agency for the training and development of managers for cooperatives.

Indian Institute of Public Administration and National Academy of Administration providing training and they also provide management education. The Institute of Defence Management was started in Secunderabad in 1970, with the objective of preparing officers to meet emerging personnel and technological needs of the defense services. The IDA ensures HRD in Army, Navy and Air force.34

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HRD Education

The premier institution in the field of HRD education the Indian Society for Training and Development was launched in 1970. The society endeavours to promote the progress of training and development function in India. The Xavier Labour Relations Institute Jamshedpur established the center for HRD a professional body "The National HRD Network was founded in 1985. It disseminated HRD information, develops HRD professionals and aims at carrying the HRD movement forward by educating its members through its periodical "The HRD News Letter". Other institutions like the National Institute of Personnel Management Calcutta, Tata Management Training Center Poona, and Tata Institute of Social Sciences Bombay conduct informative and educative courses to train personnel in the field of management.

The National HRD Network setup the "Academy of HRD" in 1990. The Academy conducts research and undertakes publications for disseminating research findings in HRD. It offers certificates, diplomas and other training programmes. It is expected to become a major springboard for HRD education in the country in due course.