CHAPTER-IV

HUMAN RESOURCE DEVELOPMENT IN HARYANA STATE TRANSPORT
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Nature and Concept of Human Resource Development

The world is changing and as long as the interpretation and subsequent management of the change is influenced by human organizations, the human resource development function will continue to occupy its prime position. The effective and efficient utilization of physical and financial resources depends on how well are human resources utilized and developed. Sh. Tapomoy Deb\(^1\) has rightly stated that “Human Resource” refers to the talents and as energies of people who are available to an organization as potential contributors to the creation and realization of the organization’s mission, vision, values and goals. “Development” refers to a process of active learning from experience, leading to systematic and purposeful development of the whole person: body, mind and spirit. Development combines the concepts of development (change and growth) and training (learning specific skills). C.S. Sankar defined HRD\(^2\) as a developmental oriented planning effort in the personnel area which is basically concerned with the development of human resources in the organization improving the existing capabilities and acquiring new capability for achievement of corporate and individual goals\(^2\). The term HRD is being used at both micro and macro-levels in the context of improving the quality of human life. At the macro-level it is described as “Core of all development efforts” in the sense of improvement in the quality of life of the people\(^3\).

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At the micro or plant level, however, it represents the improvement in the quality of workers so as to achieve levels of productivity. Consequently, in the former it becomes as end of all development efforts whereas in the later it remains a means or resource among others.

Leonard Nadler has distinguished between Human Resource Utilization (HRU). The HRU refers to the traditional functions of personnel administration while HRD is concerned with an organized series of learning activities, within specified time limits, designed to produce behavioural change in the learner. There are three different kinds of HRD activities. One, activities designed to make people more effective in their present positions, may be labelled as 'Training'. Two; the activities designed to enable individuals to move to other positions within the organization. The focus is on a job that is different but identifiable where the behaviours needed are known. These activities may be labeled as 'Education'; and Three; the activities which are designed to prepare an individual for future position or for new activities within the organization. However, at this time, it is not possible to be specific as to how the new behaviours will be used. These activities can be labeled as 'Development'.

T.V. Rao considered the HRD as a process rather than a set of mechanism and techniques. A well accepted definition of the HRD given by T.V. Rao at organizational level states that it is a continuous planned process by which the employees are helped to:

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

(b) develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and/or organizational development purposes; and © develop an organizational culture in which superior-subordinate relationships, team work and collaboration among sub-units are strong and contribute to the professional well-being motivation and pride of employees⁵.

The North-South Round Table on Human Development, a SID (Society for International Development) / UNDP (United Nations Development Programme) Development Study Programme recognizes the following seven Vital components or parameters to expand and develop human capabilities:

(i) Health: Particularly for mother and children (especially girls and mothers of tomorrow);
(ii) Education: Particularly basic, primary and secondary education (here again efforts should focus on girls);
(iii) Nutrition: Particularly for vulnerable groups;
(iv) Woman’s Emancipation: Specific targets for enhancing the status of women;
(v) Increased productive employment for lower income groups;
(vi) A meaningful population policy fully integrated into the overall strategy;

A better geographical distribution of human resources, achieved by providing employment opportunities and avoiding excessive rural-urban migration or an international brain-drain.

S.R. Gollapudi describes the meaning of HRD through his famous 'SWAN' theory, whereby, 'S' denotes Strength, 'W' denotes Weakness, 'A' denotes Attitudes and 'N' for Needs.

**Strength:** Strength is the ability to perform a particular task, job or duty. HRD enables in increasing the strength and ability of the individuals through its different mechanism so that it helps in exerting them fully for their own growth as well as the growth and development of the organization as a whole.

**Weakness:** Weakness means deficiency or poor knowledge in a particular field as a result of which an individual fails in achieving the requisite objectives and also in competing with other co-workers for his future development. HRD deals with overcoming such weaknesses of the individuals through its different sub-systems and helps in achieving the desired results.

**Attitudes:** Attitude is a state of mind that predominantly affects the working style of an employee. It may be positive or negative, favourable or unfavourable, good or bad towards self, his family, friends, society, organization or nation as a whole. HRD deals with how to change undesirable attitude in an individual and convert him into more purposeful, effective individual to achieve the targets set for him-self as well as the organization through co-operative efforts.

**Needs:** Needs are the desires or achievement motives of a man. It is observed that people motivated by the need for achievement were those who desired to be challenged and had an intense desire to be successful. Such people set prudent,

realistic, though moderately difficult goals for themselves, their employee and their department. HRD deals with recognizing the needs of the individual and assist him in fulfilling those needs through work and organization so as to induce him in achieving side by side the organization targets with commitment.

**HRD - Objectives**

The prime objective of HRD is to facilitate an organizational environment wherein people come first and everything else comes next. Chart 4.1 has explained the objectives of HRD in an easy way.

**Chart 4.1**

**Objectives of HRD**

| Equity | Employability | Adaptability/Competitiveness |

They may be briefed as under:

(i) Under HRD, the organization provides equal opportunities to all the employees and creates environment of respect, trust and sense of belongingness so that their professional abilities may be increased by career planning and development, career management, policy of promotion and reward, training and development.

(ii) The HRD, maximizes the utilization of human resources for achievement of individual and organizational goals:

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(iii) It provides a comprehensive framework for the development of human resources.

(iv) HRD develops the constructive mind and an overall personality of the employees.

(v) It creates sense of team spirit, team work and inter-team collaborations;

(vi) It gives systematic information.

**HRD Systems/Sub-Systems**

Through HRD system an organization can build the competencies and commitment among individuals, teams and the entire organization as a whole. This is possible by using some techniques or aids in the organization. The majority of HRD system plays a vital role in the degree of attainment of the mission and objectives of the organization.

Dr. M.B. Athreya (of IIIM-C fame) developed an integrated model of HRD System for IOCL which is quite applicable in STUs like Haryana State Transport

**Chart 4.2**

**HRD AUDIT**

<table>
<thead>
<tr>
<th>Selection Induction Placement</th>
<th>Appraisal</th>
<th>Counseling</th>
<th>Self Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manpower Forecast</td>
<td>Role Analysis Data Bank</td>
<td>Training</td>
<td></td>
</tr>
<tr>
<td>Corporate Planning</td>
<td>Succession Planning</td>
<td>Career Planning</td>
<td>Job Rotation &amp; Transfer</td>
</tr>
</tbody>
</table>

**HRD AUDIT**

Chart 4.2 explains that how various parts constituents of HRD are interlinked and work together around ROLE ANALYSIS. All essentials of HRD such as performance appraisal, counseling, self-development, training, career planning, corporate planning, coaching, monitoring, etc. work together for Role Analysis. The main
objective of Role Analysis is to ascertain job description, job specification and subsequently employee specification and a data bank for role description of all employees. Different authorities and scholars have different point of views as far as HRD's system or sub-system is concerned. T.V. Rao has included: (i) Performance Appraisal (ii) Potential Appraisal (iii) Career Planning (iv) Training (v) Feedback and Performance Coaching, (vi) Organizational Development, (vii) Rewards, (viii) Employee Welfare (ix) Quality of work life and (x) Human Resource Information System8.

Having gone through the different views in respect of HRD, one can have the following basic and common HRD sub-systems:

1. Role Analysis
2. Data Bank
3. Performance Appraisal
4. Selection, Induction and Placement
5. Counseling
6. Organizational Development
7. Training
8. Manpower Forecast
9. Corporate Planning
10. Employee Welfare Activities
11. Job Rotation and Transfer

Organization development is a strategic tool used by organizations to maintain a state of fit between internal and external environments. Ralph Stacy (1993) defines Organization Development as “a long-term programme of interventions in the social, psychological and cultural belief systems of an organization. These interventions are based on certain principles and practices which are assumed to lead to greater organizational effectiveness”.

Human Resource Development in State Undertakings

The method of handling and developing human resource in Japan started with Eicchi Shibensawa. Contrary to the usual corporate slogan of “Maximise profits”, his slogan was “Maximise talents”. He realized that for economic development the need is to multiply human resource. Shibensaw’s stress on human resource gave Japan within three or four decades, the highest role of human capital formation. The emphasis on human skill had always been considered important, but now-a-days it has come on priority and got immense importance than in the past. John D. Rockefeller, being a great American entrepreneur, once said that “I will pay more for the ability to deal with people than any other ability under the sun.”

Adam Crulc, an Economist, has said that if the underdeveloped countries have remained underdeveloped, it is largely because the people are underdeveloped, having had no opportunity to realize their maximum potentialities. The maximum utilization of people and their potentialities is the key to the growth of organizations. In the development of individuals lies the

development of organizations as well as of nations. Similarly Peter Drucker has viewed that converting the huge human masses into human assets is not only a management problem but a socio-economic issue.

The State Transport Undertakings have been compelled to contribute positively to the design and operation of such arrangements that allows access to human resource. These transport undertakings have tried to create conditions on all levels of personnel which may foster high level of performance and the efficient use of available resources.

With the emerging importance of human resource, it has become utmost necessary that line managers and personnel specialists should share the responsibility for the implementation of effective human resource development strategies.

(a) New economic policies of Government of India have stressed upon to show improvement in the performance of all the Public Sector Undertakings. The State Transport Undertakings have also been asked to show improvement in their workings as the 10th Finance Commission had also proposed that: The all States should encourage private investment in the transport sector.

(b) The State Transport Undertakings will have to generate their own resources for expansion and modernization.

(c) The STUs must improve their operational efficiency as well as change economic fares.

13. Ibid., pp. 10-32.
With a point of view of Government's direction, all STUs started to function in a competitive manner by improving their efficiency. This forced all STUs to have a committed workforce. These Transport Undertakings are highly labour intensive and service sector; therefore, a direct interaction between employees and users is needed. Moreover, a big share of the total revenue of STUs is spent on manpower. HRD has to play an important role to improve the efficiency and productivity of employees working in the STUs.

Alignment of Human Resources in STUs

The STUs in India will have to align the human resources with the strategies of the transport industry to grab big market share by providing qualitative excellence services to the users of the transport services. The needs and aspirations of the commuters are increasing and many concessions and comforts are extended by the operators to make the journey more pleasurable. The HRD in STUs is committed to align between quality-services and quality-services delivered. For the successful implementation of the HRD in STUs, the role of departmental heads is very important beside the commitment by the top management. However, the HRD depends, to a great extent, on the individual himself. A desire to learn is an important precondition for the proper implementation of Human Resource's strategies.

Aligning Strategy of STUs with HRD

The new strategies of STUs are aimed with user's satisfaction and competition in the market with private operators. Under new strategies, an effort is made to make the STUs more customers driven focusing a new set of cultural values.

and priorities. These STUs through their HRD practices require that all employees should understand the strategy adopted by their transport department and should carry out their day to day business in a way that contributes to the success of that strategy. These STUs should have proper top-down communication and not top-down direction.

The STUs are bound to adopt changes in their working style. These have to frame strategies to cope up with the changes in the external and internal environment. At all levels i.e. at the top/Administrative level, executive level and lower level, a continual attention and focus is conducted/processed so that the STUs may adjust themselves according to the changes and the strategies followed accordingly. The HRD is STUs have to be very careful while implementing the strategies to cope up with the organisational changes.

Principles for Aligning Human Resources in STUs

Success of an individual manager as well as that of an organization is simply a function of output of its group members, which is nothing but the cumulative strength that the different members of a group contribute towards achievement of the group objective.

The success of STUs lies with the proper implementation of HRD practices following some basic principles required for aligning human resources with the objectives of the STUs. They may be briefed as follows:

1) Make Strategy every ones every day.
2) Align the organization to the strategy
3) Translate the strategy to operational terms.
4) Market sensitivity to operational terms.
5) Investing in Managing and exploiting the knowledge of every employee to the success of the organization.
6) Re-skilling the employees.
7) Mobilise change through executive leadership.
8) Align the organization to the strategy by aligning the corporate business units—Depots.

9) Motivate the make strategy every ones job. Providing education, communication, goal setting, incentive compensation and training of staff.

10) Govern to make strategy a continual process. Integrating strategy into planning, budgeting, reporting and management reviews.

HRD Practices in STUs

There is always a need for careful assessment of strategic options for HRD practices to be used in State Transport Undertakings in India so that the undertakings which grow up in the second half of the 20th century will continue to survive and serve in the first half of the 21st century. The changing scenario has eroded the customer base of State Transport Undertakings (STU’s) in the past few years.

To remain and regain their customers, STUs have to develop effective human resource development practices to improve the morale and satisfaction of their employees as there is a direct link between employee satisfaction and profitability in several service sectors. This has been greatly experienced in labour intensive passenger transport sector.

Important HRD Practices Techniques used in STUs

Performance Appraisal in STUs

In most of the organizations the system of performance appraisal is designed to:-

a) Control employee behaviour;

b) Make decisions regarding salary and promotions;

c) Place people to do the right jobs and

d) Identify training and development needs of the employees.16

In practice for obtaining first two objectives i.e. controlling employee

behaviour and policies regarding salary and promotions, the HRD practices are
generally used in STUs. If performance appraised is used only with an intention of

punishing people or controlling people then it will certainly de-motivate the staff in

STUs. Each employee should understand his/her role knowing their strengths and

weaknesses with regard to their roles and functioning in the STUs. The organization

should increase communication between the employee and supervising officer. They

should also be helped for performing higher level jobs. Creating healthy climate in the

organization, employees be provide an opportunity for self-reflection.

In order to develop a HRD climate, it is suggested that STUs should redesign the

performance appraisal system on the following lines17:-

(i) The trust should be on evaluating the performance of the person

and not the per-se:

(ii) System should attempt to assess the key performance areas

(KPAS);


(iii) The appraisee must be clear about what is expected of him and on what basis he will be evaluated:

(iv) Emphasis on traits should be less and only those traits which are required to perform the job should be taken into consideration:

(v) The onus of appraisal should be on the appraisee. The superior's role should be to help the subordinates in relating their self-appraisals, their targets, plans for the ensuing period to the realities of the organization:

(vi) Customer feedback could be thought of as an input in the system of performance appraisal.

Training Programmes in STUs

Training refers to the systematic process of developing the job competencies of employees for present and future roles and responsibilities in the organization. To strengthen the training function, STUs should consider the following suggestions.18

(i) Training need analysis should be carried out on a regular basis at three levels – organization, job and person.

(ii) The exercise of identifying the training need must include the employees because they will be the best judge for their own requirements

(iii) Performance appraisal system should be extensively used in identifying training needs.

(iv) Once the employee is back at his work place after the training, he should be asked to give details of how he is going to implement what he has learnt, discuss it with his immediate superior, chalk out a matching plan and implement it.

(v) STUs should use the following methods to evaluate training and also to identify training needs:
(a) Critical incident technique;
(b) Post-course reaction questions - aims and interviews.

(vi) Superiors must mould the new comers. The responsibility to train and orient them rest on the senior officers. They should not only shape the expectations and productivity of their subordinates, but also influence their attitude towards their job.

The objective of training is to create among employees - sense of accountability, greater involvement, ways to meet the work demand, achieve quality in work, customer centricity and evaluating the product from customer's angle and priorities. The STUs must run on business lines ensuring value satisfaction for the customer. The aim is to improve the contribution of every employee and create a new work culture which must be cost effective and centered around the customer.

Rewards and Incentives in STUs

Appropriate rewards not only recognize and motivate employees they also communicate the organization's value to the employees. An 'incentive' or reward can be anything that attracts a worker's attention and stimulates him to work more.

Burack, E.H. has rightly stated that "An incentive scheme is a plan or programme to motivate individual or group performance. An incentive programme is most frequently built on monetary rewards (incentive pay or a monetary bonus), but may also include a variety of non-monetary rewards or prizes." 20.

The employee in STUs in India are paid well in comparison to their counterparts in private transport enterprises. But the reward system in STUs lacks objectivity. It needs to be redesigned with the emphasis on customer service giving due consideration to efficiency and effectiveness.

Empowerment in STUs

With a view to bring good development-oriented culture in STUs in India, empowering the manpower in the organization is a must. This aspect will certainly help in (a) quicker online responses to the customer needs, (b) quicker online responses to dissatisfied customers during service recovery, (c) higher job satisfaction of employees, (d) improved inter-personal interactions, (e) generation of better ideas, (f) high publicity. 21.

Empowerment is necessary for increasing efficiency and effectiveness in service sectors. But, Bowen and Lawler suggest that empowerment is not always desirable in the same degree for all service sectors. 22. To determine the levels of empowerment, it is also opined that HRD instruments like business strategy, tie to customer, technology, business environment and types of people should also be taken into account.

Counseling and Guidance in STUs

It is the responsibility of the supervisors to guide and counsel their employees, as performance appraisal does not serve the purpose of developing employees in the absence of an effective system of performance counseling. It can be defined as the help provided by a manager to his subordinates in analyzing their performance and other job behaviours in order to increase their job effectiveness. It essentially focuses on the analysis of performance on the job and identification of training needs. Counseling is a concentrated form of interpersonal communication. It may be of many kinds as far as its nature and/or main spirit is concerned. To be more specific, counseling is corrective or remedial if it identifies conditions, attitudes, or behaviour patterns and advances a set of actions that results in improved performance. Tensions can be released and anxieties may be vented through counseling which may primarily a means of conveying information and exchanging ideas.

Feedback and counseling is an integral part of the role of every senior employee vis-à-vis his juniors.

Feedback is a mechanism which provides a clear picture of the employees as well as the organization. It helps in creating an open climate which establishes mutual confidence and increases sense of responsibility among the employees. In

STUs, administration cleans to practice a good feedback system in all the Depots under its direct and indirect control. It is necessary that each individual in senior positions consciously makes efforts to develop appropriate feedback system which helps him in understanding and recognizing the feelings, actions and the opinions of the people.126

Industrial Relations in STUs
The governmental policies have aimed at ensuring maximum satisfaction to the employees of the State Transport Undertakings. The Government realises that the working and living conditions as well as ways and welfare amenities in the STUs should in no way be inferior to private undertakings in the field of transport. STUs are today at the threshold of major revolution due to liberalization of route permits and are facing challenges of competitive environment. STUs in India are governed by a number of Labour Laws such as MTW Act, Industrial Disputes Act, Payment of Wages Act etc. These all makes a kind of ground for Trade Unions. If all STUs follow the laws in letter and spirit and their executives/officers implement them the unions and employees, it will certainly contribute the productivity of STUs. But unfortunately today, the industrial relations in STUs has been plagued by work-to-rule, go-slow, gheraoes, strikes, physical violence, etc.

There have been various studies which proved that ways and other personnel factors have directly been the most important causes of industrial disputes. Many STUs are totally indifferent to the basic human needs of their employees and their aspirations, leading to the strangement of its employees from parental organization. The STUs should be sensitive to the real needs of its employees. The needs include the welfare efforts made by STUs either voluntarily or statutorily which aim at betterment of worker’s conditions. It includes services, facilities and amenities like adequate canteens, rest and recreation facilities, sanitary and medical facilities, and arrangements for travel to and from work to improve the conditions under which employees are employed.

Grievances reflect the state of industrial relation in an organization. The ways these grievances are handled or redressed have significant impact on the working of the

STUs. The organizational climate and healthy industrial relations depend upon the way the grievances are redressed. For redressing the employee's grievances, the supervisors are required to listen and to recognize the views of their subordinates. Suggestions made by the employees should also be welcomed. The change in the industrial relations depends on the change in productivity in a positive way. More productivity means more bonus, higher wage levels to workers, improved working facilities and hence, more satisfactory industrial relations.

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