and computerization of data processing cannot function automatically in the organization they need human being having super brain power. The befitting answers to all these problems lie in the hands of human resources or the human capital which refers to the sum total of talents, skills and knowledge available with the organization. A strong and progressive human resource approach takes into consideration of proper utilization of inherent abilities, acquired knowledge, skills and talents available with the organization. Thus, a professionally managed human resource department with a well defined human resource strategy can help the organizations to take up such challenges successfully. The department should recruit potential and capable manpower that can tackle technological changes and take appropriate decisions for different problems. The human resource managers should design training programmes to equip existing staff with latest knowledge.

Human resource management is relatively a new approach which refers to an organisation’s human capital as its resources and assets. This approach is concerned with the potentialities and vitality of the people available with the organizations. People work in the organizations in different capacities. They are categorized as skilled or unskilled persons occupying different positions from top to the bottom in the organization. Without their significant contributions no organization can
grow. Thus, this approach believes in managing people with a human approach. The strategy includes human resource planning, recruitment, selection, performance appraisal, training and development, education, job enrichment, counseling and other such functions. Its main objective is to help the organization in gratifying its goals. It too provides skilled and efficient human capital. It helps in proving training to the employees of the organization.

In fact, gone are the days when Hr Director wants to stay in the comfort of the war room and direct campaigns from afar. No wonder business leaders whose troops are on the true front line have little respect for such hands off participation. And, finally gone are the days of “human capital peacemakers’..(where) HR Human capital tends to speak in terms of ‘our boys will help your boys’. There may be partnership, but there is no real camaraderie or common deliverable. The new approach is like Guerilla Warfare’ with HR membership on projects, with equal tasks and stakes for HR practitioners, integrated with other departments, working for common goals side by side beyond the desks and confines of the Human Resource Office.

**Functions of HRD**

Human resource development can be a stand alone function, or it can be one of the primary functions within the HRM
department. The structure of the HRD functions and its scope has been shaped by the needs faced by organizations. It has been believed that HRD has three primary functions.

Training and Development

Organisation Development

Career Development

Training and development focuses on changing or improving the knowledge, skills and attitudes of individuals. Training typically involves providing employees the knowledge and skills needed to do a particular task or job, though attitude change may also be attempted. Developmental activities, in contrast, have a longer term focus on preparing for future work responsibilities, while also increasing the capacities of employees to perform their current jobs.

T&D activities begin when a new employee enters the organization, usually in the form of employee orientation and skills training. Employee orientation is the process by which new employees learn important organizational values and norms, establish working relationships and learn how to function within their jobs.

Ones new employees have become pro-efficient in their jobs, HRD activities is focused on developmental activities specifically
coaching and counseling. In the coaching process, individuals are encouraged to accept responsibility for their actions, to address any work-related problems and to achieve and to sustain superior performance. Coaching involves treating employees as partners in achieving both personal and organizational goals. Counseling techniques are used to help employees deal with personal problems that may interfere with the achievement of these goals. Counseling programs may address such issues as substance abuse, stress management, smoking cessation or fitness etc.

HR professionals are also responsible for coordinating training and development programs to ensure that managers and supervisors have the knowledge and skills necessary to be effective in their positions. These programmes may include supervisory training, job rotation, one day seminars etc.

Organisational Development

Organisational development (OD) is defined as the process of enhancing the effectiveness of an organization and the well being of its members through planned interventions that apply behavioural science concepts. It emphasizes both micro and macro organizational changes. Macro changes are intended to ultimately improve the effectiveness of the organization, where as micro changes are directed at individuals, small groups and
teams. The role of HR professional is to function as change agent/ facilitating agent.

**Career Development**

Career development is an ongoing process by which individuals progress through a series of stages, each of which is characterized by a relatively unique set of issues, themes and tasks. Career development involves two distinct processes, career planning and career management. Career planning involves activities performed by an individual, often with the assistance of counselors and others, to assess his or her skills and abilities in order to establish a realistic career plan. Career management involves taking the necessary steps to achieve that plan, and generally focuses more on what the organization can do to foster employee career development.

**Roles of HR Professionals**

A HR professional performs a wide variety of functional roles. A functional role is a specific set of tasks and expected outputs for a particular job. The roles played by the HR Managers and HR practitioners are as follows:

The HR manager/executive has the primary responsibility for all HRD activities. He integrates the HRD programmes with the goals and strategies of the organization and normally assumes a
leadership role in the executive development programme. His roles also include long range plans and strategies, policies and budget allocation schedules. One of the important tasks of the HRD executive/manager is to promote the value of HRD as a means of ensuring that organisational members have the competencies to meet current and future job demands.

The role of the HRD managers has become more important and visible as organizations make the necessary transition to a global economy. The immediate challenge to HRD executive is to redefine a new role for HRD during the period of unprecedented change. He is involved in reengineering, quality improvements and strategic planning. They grasp the link between workforce learning and performance on one hand and company performance and profitability on the other. They establish the credibility of HRD programs and processes as tools for managing today’s challenging business environment.

On the other hand, HR practitioners have different set of roles to perform.

HR strategic advisor consults strategic decision makers on HRD issues that directly affect the articulation of organizational strategies and performance goals. Outputs include HR strategic plans and strategic planning education and training programmes.
HR systems designer and developer assists HR management in the design and development of HR systems that affect organizational performance. Outputs include HR programme designs, intervention strategies and implementation of HR programmes.

The organizational change agent advises management in the design and implementation of change strategies used in transforming organizations. The outputs include more efficient work teams, quality management, intervention strategies, and implementation and change reports.

The organization design consultant advises management, work system design and the efficient use of human resource. Outputs include intervention strategies, alternative work designs and implementation.

The learning programme specialist identifies needs of the learner, develops and design appropriate learning programme and prepares materials and other learn aids. Outputs include programme objective, lesson plans and intervention strategies.

The instructor/facilitator presents materials and leads and facilitates structured learning experiences. Outputs include the selection of appropriate instructional methods and techniques and the actual HRD programme.
The individual development and career counselor assists individual employees in assessing their competencies and go in order to develop a realistic career plan. Outputs include individual assessment sessions, workshop facilitation and career guidance.

The performance consultant advises line management on appropriate interventions designed to improve individual and group performance. Outputs include intervention strategies, coaching design and implementation.

The researchers assess statistical procedures to determine their overall effectiveness and communicate the results to the organizations. Outputs include research designs, research findings recommendation and reports.

**HR Practices in Business Organisations : A Highlight**

Systematic HR practices are followed and practiced to enhance competencies and motivation of individuals in an organization. It helps in establishing an effective and efficient organizational climate. The most frequently used HR practices are :

1. Manpower Planning

2. Performance Appraisal and Feedback
3. Training, Education and Development

4. Potential Appraisal and Promotion

5. Career Development and Career Planning

6. Compensation and Reward

7. OD Techniques

8. Role Analysis

9. Quality of Work Life and Employee Welfare

10. Participative Devices

11. Communication

12. Grievance Redressal

13. Counselling

14. Data Storage and Research

15. Industrial Relation

**Manpower Planning**

It is the core of all HRD efforts. It is concerned with the following objectives:
(i) Assessment of manpower needs including forecasting such needs based on the analysis of the policies of the company, trends of its development, plans for diversification.

(ii) Manpower audit, i.e. examining whether manpower strength for various jobs is in-adequate or more than what should be employed. Both understaffing and overstaffing may be highly demotivating in the company.

Thus, manpower planning is linked with corporate plans and strategies on one hand and the job analysis on the other.

**Performance Appraisal and Feedback**

It is a very critical HRD mechanism under which the performance of an employee is periodically appraised by the employee himself in collaboration with the boss. In the light of the difficulties faced by the employee he redefines his future goals. The mechanism emphasizes the development of the employees (by identifying their growth needs) rather than their evaluation. Open, objective and participative appraisal and feedback develop better supervisor-subordinate relations. During the appraisal interview the superior shares the concerns of the subordinate and even guides him to achieve his targets.
Training, Education and Development

There are three different HRD mechanisms with different focus and purposes. Three broad areas which training is imparted are technical, behavioural, and conceptual. It is commonly believed that the rank and file workers are need training in the technical area only. Behavioural training to the workers produces several useful results such as:

i) Improvements in worker's behavior with their superiors and peers.

ii) Development of "We" feelings in stead of I.

iii) Decrease in the habit of hiding one’s own mistakes and highlighting other’s mistakes.

iv) Increased interest in suggestion scheme.

v) Increased awareness of family needs and more interest in family affairs.

Potential Appraisal and Promotion

It is another important HRD mechanism which is concerned with identifying the potential of an employee for future development and promotion in the company. This focuses on finding out periodically the extent to which a given individual possesses the critical attributes required to handle higher level responsibilities. Thus, it is linked with job and role analysis.
HRD promotion is not considered to be a reward. This is because it is not based on the potential of an employee.

**Career Development and Career Planning**

It may be useful to help new employees become aware of various phases of development in the company and plan with senior employees their specific career path. Necessary help may be given to employees with limited potential to cope with reality. In the HRD system, corporate growth plans are not kept secret. They are made know to the employees to plan their career.

**Compensation and Reward**

These are common positive reinforcers. They should be clearly related to the performance and behavior of employees. Failure to reward employees properly or over rewarding undeserving employees reduces the reinforcing effect of rewards. Under HRD, while salary structure is based on job analysis, salary increase is linked with performance.

**O.D. Techniques**

Many organizations use O.D. techniques for the development of their human resources. These include team building, organizational mirroring, T-group, etc. In team building, people
learn how to work in collaboration with each other. Under organizational mirroring, the host group gets feedback from representatives from several other organizational groups about how it is perceived and regarded. The intervention is designed to improve the relationships between groups and increase the inter-group effectiveness. In T-group participants learn to more competent in interpersonal relationships. They learn about themselves, how others react to their behavior and about the dynamics of group formation, group norms and group growth.

**Role Analysis and Role Development**

This is an extremely important technique of HRD. Under it, the job of an individual in the organization is analysed and enriched in terms of his role and not in terms of his job. His immediate superiors and subordinates sit together to discuss their expectations about the job from each other. They then arrive at a consensus about the individual's role and prepare his role description. It is always ensured that a role is sufficiently challenging for the individual, provides him adequate autonomy for taking initiative and is linked with other organizational roles to avoid a feeling of isolation.

Where as role analysis, role development and role description are usually managerial jobs, job analysis, job enrichment, and job description are related to workers' job. Job analysis of a worker is done to know its critical attributes which a job holder
should possess. Job descriptions describe these qualities. Job enrichment signifies to make a job more motivating.

**Quality of Work Life**

For overall development of workers, only good wages are not enough. They also need to be provided with good physical conditions and motivating work. If the work is monotonous or boring it must be redesigned. Several Indian organizations are taking initiative in improving quality of work life of their workers. In an HRD system, there is always a focus on employee welfare and quality of work life.

**Participative Devices**

Following are some important participative devices:

**Bi-partite Meetings** (between management and workers)

(a) To arrive at settlements concerning worker's wages and service conditions.

(b) To review the working of existing settlements and exam their impact on workplace discipline, work ethics, customer services, etc.

**Information Sharing:** To share information about the business profitability, performance of the company, competition and marketing.
**Joint Survey:** Management and union to undertake joint surveys on the state of morale, motivation, grievances of workers etc. and to jointly plan of dealing with these problems.

Taskforces: To undertake study of problems like absenteeism, indiscipline and suggest ways to solve the problem.

**Collaborative Projects:** To undertake jointly certain projects i.e. on employee welfare of workers education.

**Quality Circle:** To involve workers at the grass root level for periodically discussing work-related problem.

**Communication**

This process is fundamental to all aspects of life and is vital to the function of integration. Real communication takes place when the listener truly hears and understands the position and intent of the speaker. This requires a type of listening, which is called projective, while hearing the remarks of the speaker the listener must project himself into the mind of the speaker in order to understand the speaker's viewpoint.

**Counselling**

It is an important HRD mechanism to provide timely guidance to workers on problems relating to hand and heart. Many Indian companies employ trained counselors for this purpose.
Grievance Redressal

A grievance redressal procedure is vital to all organizations big or small. The mere fact that an employee has an access to a judicial type of justice is satisfying even though he never has been an occasion to use it.

Data Storage and Research

This also is very important HRD mechanism. It is very essential to preserve systematic information about every individual employee on various topics such as the employees' personal characteristics, performance potential, promotions, salary etc. so that this may be used for counseling, career planning, training, promotion etc. Moreover, this information also serves as a base for research on employee problems. Sometimes fresh data may be needed for identifying appropriate interviews for improving the utilization of human resources. This involves the following four discrete yet interdependent steps:

Choosing the type of data to be collected. The HRD manager should first of all decide the precise type of data, which he needs.

Deciding how to collect the data. In the second step the technique to be used for collecting the data should be decided.
Deciding how to edit the data. In the third place it should be decided how will inconsistent replies be dealt with.

Determining how the results of the survey will be fed back to the organization.

**Industrial Relations**

It too is an important aspect of human resource management. A good industrial relations based on mutual trust and goodwill make the execution of HRD programmes easy. Poor industrial relations based on mutual distrust and fear makes execution difficult. Historically, unions in our country have been playing the role of agitators and bargainers. The thrust of their activities has been towards the economic well being of the workers. In HRD, unions are encouraged to make a thrust towards the psychological and social well being of workers.

**HRD Process**

Every method or mechanism has two dimensions: substantive and procedural. Substantive dimension is what is being done; process is how it is accomplished, including how people are relating to each other and what processes and dynamics are occurring. In most of the organisations there is overemphasis on the substantive aspect of method and the procedural aspect is neglected. Whenever there is a problem in the organisation its
solution is sought in the rules and structures rather than in the underlying group dynamics and human behaviour. Thus, rules may be changed, structure may be modified but group dynamics and human behaviour remain unfortunately untouched. It is thought that there is no need to pay attention to them. This is wrong. In every organisation human process must receive as much importance (if not more) as the substantive dimension. One can find six such processes in operation in an organisation at six different levels HRD methods help in improving these processes as described below:

1. At the personal level there is the existential process. This process tells us how an individual perceives his environment, how he interacts with others, how he achieves his goals in life and so on. If this process is neglected it may adversely affect the integration of the individual with the organisation and his quality of work. Career Planning, Performance Appraisal and Review, Feedback, Counselling, Job Enrichment, Objective Rewards, etc. improve this process.

2. At the interpersonal level we have the emphatic process. This process tells us how much empathy one individual has for the other person and how does he reach out to the other person and establishes a relationship with him. Communication, conflict, cooperation and competition are some important areas of study in this process. If this process is neglected it may
adversely affect the interpersonal effectiveness of individuals in an organisation. Training, Rotation, Communication, etc., improve this process.

3. At the role level we have the coping process. Every individual is required to cope with various pressures and stresses in relation to his role in the organisation. However, if the individual's role is clear and the individual is aware of the competencies required for role performance he can cope with these pressures effectively. Role analysis goes a long way to improve this process.

4. At the group level we have the building process. This process tells us how various groups form themselves as distinct entities in an organisation; how do they become cohesive while the substantive (or structural) dimension has its grounding in classic organisation theory the procedure dimension reflects the human relations movement and strong and how can they effectively contribute to the goals of the organisation. Several and team building exercises improve this process.

5. At the intergroup level we have the collaborative and the competitive processes. Both can be either positive or negative. Competition is positive if it poses a challenge to a group in terms of standard of performance and achievement. It is negative if it prevents a group from attaining its goals. Similarly,
collaboration is positive if it aims at helping others in achieving common goals. It is negative if it aims at escaping hard work. This process can be very much improved by creating a climate of trust, authenticity, openness etc. and by clarifying norms and standards.

6. At the organisational level we have the growth process, which involves the issues relating to organisational climate, self-renewal and change.

**HRD Outcomes**

Following are the various outcomes, which results from HRD methods via improvement in the human processes:

1. People in the organisation become more competent because on the one hand they become better aware of the skills required for job performance and so on the other hand there is greater clarity of norms and standards.

2. People understand their roles better because through increased communication they become aware of the expectations, which other members of their role set have from them.
3. People become more committed to their jobs because now there is great objectivity in the administration of rewards. They come forward with better and more creative ideas.

4. People develop greater trust and respect for each other. They become more open and authentic in their behaviour. Thus, new values come to be generated.

5. There is greater collaboration and teamwork, which produces synergy effect.

6. People find themselves better equipped with problem solving capabilities. They become more prone to risk-taking and proactive in their orientation. There is greater readiness on their part to accept change.

7. Lot of useful and objective data on employees are generated which facilitate better human resource planning.

8. The top management becomes more sensitive to employees' problems and human processes due to increased openness in communication.

The net result of the above outcomes is that the organisation becomes more effective. It achieves new heights in terms of productivity, cost, growth, diversification, profits and public image. However, one should not expect these results in a short period. But if these results do not appear even after a
reasonably long period one should question the qualitative and quantitative adequacy of the HRD processes and the related instruments which are being used in the organisation. It should also be remembered that excellent HRD outcomes at any given point of time do not indicate continued effectiveness of the organisation for all times to come. Over the years, researchers have collected a fair amount of empirical evidence that certain HRD practices can directly affect an organisation’s performance.

**Evaluation of HRD Effectiveness**

HRD Program evaluation is the final phase in the training and HRD’s process. This is where the effectiveness of the HRD intervention is measured. This is an important but often ignored activity. Careful evaluation provides information on participant’s reaction to the program, how much they learned whether they use what they learned back on the job, and whether the program improved the organisation’s effectiveness. HRD professionals are increasingly being asked to provide evidence of the success of their efforts using a variety of 'hard' and 'soft' measures, that is, both bottom line impact as well as employee reaction. This information allows managers to make better decisions about various aspects of the HRD effort, such as:
= Continuing to use a particular technique or vendor in future programs.

= Offering a particular program in the future.

= Budgeting and resource allocation.

= Using some other HR or managerial approach (like employee selection

= Changing work rules) to solve the problem.

It is important that HRD professionals provide evidence that HRD programs improve individual and organizational effectiveness. Armed with this information, HRD managers can better compare with managers from other areas of the organisation when discussing the effectiveness of their actions and competing for resources.

**Justification of the Present Study**

There are broadly two aspects of human resource functions in a business organization. The two aspects of human function are:

1. Procedural

2. Psychological or behavioural.

The procedural aspects include framing and implementation of policies and procedure for effective utilization of manpower. It
also includes compliance to the standard norms that have been defined by the organization. Compliance to regulatory or statutory body also comes under this category of functions.

The psychological or behavioural aspects of human resource is however much more complex in nature. It is complex since HR function is to do with the response of human beings to various initiatives taken by the HR team of the organization. Since each human being is different in nature there reaction to various initiatives is also different. This difference can be attributed because of following difference:

a) Basic biological composition

b) Difference in sociological / educational / economical background.

c) Their past experience of similar situations. Under these circumstances the anticipation of the human being to the HR initiatives becomes a key to the performance of human resource person. Effectiveness of the human resource functions would, therefore, take into account both the aspects procedural and psychological/behavioural.

Thus, this would mean that human resource functions will be said to be effective if:
• Desired policies and procedure are established and implemented.

• Desired response to various HR initiatives is received from the employees.

In fact, the general perception of HR in terms of effectiveness measurement is not very encouraging. HR is generally believed to be just another support function which is very subjective. Therefore, it has not yet gained the importance it deserves. Perhaps, the HR people are responsible for such perception. Enough efforts have not been made to make the HR assessment transparent in the organization. HR functions have been in most of the cases working very closely with the top management.

But the situation has been improving in the last few years. With the recent economic growth, it has become imperative for all organizations to substantially increase their delivery levels, the measurement of delivery, benchmarking of acceptance level and ongoing improvement in the level of acceptance is being worked out regularly by all the organizations. Since role of human resource in organizational delivery is very crucial, the objective of human resource function is now shifting from “Being compliant to being accountable”.

There are huge variations that exist in the implementation levels of HR function across the industry. This is very typical to
this HR discipline and interestingly it is unlike any other functions like finance or marketing etc. Even today one may find lot of companies specifically small sized that do not have the HR department at all. These are those companies that are either non aware about the role of HR or have a notion that HR does only recruitment and this function in any case is being done by the promoters of such organizations. There are some companies where the existence of HR department is in the infancy stage. These are those organizations in which so far the Owner/ Director of the company had been overseeing the recruitment function but now due to growth in their business or diversification they are finding it difficult to handle this and are therefore hiring HR professionals. However, in the organized sector and in the medium to large sized industries the HR has reached a maturity level where in most of the HR processes are in placed and has gained importance it deserves. Therefore, present study will assess the level of current levels of HR practices followed in different organizations and the gap between the desired level and current level of HR practices.