CHAPTER – 2

A REVIEW OF THE LITERATURE

Section - I

2.01 Introduction

The history and origin of Human Resource Development is not very old. The term came into use only in the early seventies. According to Len Nadler (1980), "the term HRD was first applied in 1968 in the George Washington University. In 1969, it was used in Miami at the American Society for Training and Development conference. But by the middle of 1970's, it was gaining more acceptances, but was being used by many as merely a more attractive term than "Training and Development". In the opinion of some management thinkers Japan is the first country to stress and use HRD practices. 'Better People', not merely better technology is the surest way to a 'Better Society' is the most popular belief in Japan (Basu, C.R., 1987).

The fact that the world is being shaped by human beings into the position it is in today, the position it was in many years ago and the position it will be in many years to come is undeniable. World resources of any kind, either primary or secondary, both above and under ground are being exploited, processed and development by human being to eventually benefit mankind. Natural resources in whatever form will not on their own contribute to the development of the world to the extent that can be seen today. It is clear therefore that the human factor plays a decisive and active role in economic and social progress. In this regard HRD is evidently much more than an instrument for development; it is the ultimate objective of the development process itself. "The real strength of the country lies in the

development of mind and body". An ancient philosopher of China Kuang Chung Trum rightly expressed it during the 7th Century BC.

"If you wish to plan for a year, sow seed;

If you wish to plan for ten years, plant tree;

If you wish to plan for a life time, develop man" (Gandhi, R., 1986).

American Industrialist Carnegie once said, "take away my factory, machinery, money, and all that I have but leave my men. I will rebuild my industrial empire stronger and better". Japanese says, they make men before they make products and for good and qualitative products they require good and qualitative people. Thus, their philosophy is "our strength is our human resources and it is by human resources and for human resources". Paul, J. Meyer, assents, "The greatest natural resources of our nation is its people. It follows inescapably that the primary goal to be pursued at all levels-state, local, private should be development of each individual to his fullest potential" (Bilimoria, B.P. and Singh, N.K., 1989).

While coming to each individual unit as described by Gupta, G.N. (1989), "the focal point of management is MAN-the first three letters of the word management. The remaining seven letters connoting authority, government. environment, materials, ethics, nation or society and technology are the satellites of the MAN, which though derive power from the epicentre by revolving around it but also emanate radiation in the process to influence the centre". Human resources is therefore, the nerve centre of an organisation as well as the society and the nation. Nothing is static in this society as it itself is dynamic. Change and development has taken place everywhere. The concepts. values, and beliefs are changing. The role of different organisation towards the society and nation are changing. The change in the global policy has restructured our concept of the word from bipolar to multipolar, from a

world divided; to a world where cooperation and partnership is solving problems are the major concerns (Sinha, P.D., 1991).

During the past, the concept of power was largest the size or territory of a country, the more powerful the nations was. But today technology is the main symbol of power. During the last century, capital was the most important determinant of wealth of a nation but now productivity of capital is the most important determinant of wealth. Productivity comes through management of human resources, whose capability and commitment can make an empire (Margray, S., 1999).

2.02 Concept of HRD

The term HRD has been used in various contexts. It is a multi-dimensional concept. Economists, social scientists, industrialists, managers, and other academicians have defined it in different ways and from various angles.

In the national context, "HRD is a process by which people in various groups (age groups, region groups, socio-economic groups, community group, etc.) are helped to acquire new competencies continuously so as to make them more and more self-reliant and simultaneously develop a sense of pride. Such self-reliance and sense of pride could be developed through a variety of interventions at national, regional, and organizational level. (Rao, T.V., Verma, K.K., Khandelwal, A.K. and Abraham, S.J., 1988).

From the point of view of organisation, Verma, M.M. (1988), defines it as a means of accumulation of human capital and its effective utilisation for the development of economy. In political terms HRD prepares people for active participation in the political process. From the social and cultural point of view, the development of human resources enriches life.

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George, B.B, and Zimmerman (1984), HRD is helpful in the fulfilment of the committed goals of an individual, organisation, and society. It increases the capabilities and efficiency of an individual, which is likely to reflect itself in the long-run in the well being of the individual, good reputation of the institution and ultimately well-being of the society.

Other writers have explained the concept from the point of view of the organisation. Carrol, Paire and Jrancevich (1972), hold that "HRD is an effective way to meet several changes (employee turn over) faced by most of the organisations".

Writers like Bhat and V. Prasanna (1989) emphasise the importance of HRD for the organisation and consider that the employees are the assets for any organisation. Accordingly, "HRD is a concept that considers the personnel working for an organisation as assets which are to be carefully acquired, nurtured and developed. There is a subtle difference between material assets acquired and human resources. By careless handling or by natural wear and tear, material assets tend to be less productive and may turn out to be a zero value assets (or a scrap) as a last consequence. A slighter carelessness in managing manpower makes them less productive first, then zero productive and then counter productive asset, by being capable of instigating others also not to work or produce. Thus, a careless handling turns the performing human resources or asset into a non-performing asset first and a "counter productive" liability later. This sensitive and qualitative effects and its larger bearing on the quality of services in industries need to be carefully remembered by the authorities to manage manpower in industry".

Bhusan, Y.K. (1987) also defines HRD in the context of an employee in an organisation. According to him it refers to, "the improvement in the capacities and capabilities of the personnel in relation to the needs of the organisation. It involves the creation of a climate in which the flow of human

knowledge, skill, capabilities, and creativity can blossom. It involves the use of processes through which the personnel in an organisation are prepared to give their best for corporate objectives and achieve optional effectiveness in their job roles. In institutional terms, it involves the setting up of systems through which human capabilities and potential can be identified and tapped to the mutual satisfaction of the individual and the organisation.

Varadan, M.S.S. (1989) feels that the concept of HRD is three pronged. He focuses on: people-the 'human aspect' where people are seen as having skills, having potential and the ability to grow, change and develop; the 'resources' aspect where individuals are considered resources rather than problems; and the 'development' aspect, where there is an emphasis on the discovery and nurturing of their potentials.

According to T.V. Rao (1987), in very narrow terms, "HRD aims at helping people to acquire dynamism, competencies required to perform their functions well and make their organisation perform well". Improving upon his own definition, making it wider to include other aspects of the organisation, in the same place he defines it in organizational context. Accordingly, "HRD is a process by which the employees of an organisation are helped in continuous and planned way to; acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; develop their capabilities as individuals and discover and exploit their own inner potentials for their own and/or organisational development purposes; and develop an organisational culture in which supervisor-subordinate relationship, teamwork and collaboration among sub units is strong and contributes to the professional well-beings motivation and pride of employees".

Nadler (1991) looks at HRD as improvement of performance of the employees not just in a particular organisation but also outside the

organisation, for him, "HRD is an organised learning experience in a definite time period to increase the possibility of improving job performance and growth". It intends to improve on-the-job performance, prepare the individual for future job and it also takes care of the general growth and development of the individual outside the job".

Ramnathan, S. (1989), also adds "people's dimension in the management" of any organisation. According to him "HRD is a continuous process comprising the functions of acquisition, development, motivation and maintenance of human resources".

Sinha, D.P. (1991) adds capabilities aspect to the concept of HRD "Capability contributes to human resources development. Capability building has to be supported with commitment to work. Besides capability and commitment, building culture is the key to human resources development".

For Khan, M.N. (1987), "HRD is the process of increasing knowledge, skill, capabilities and positive work attitudes and values of all people working at all levels in a business undertaking".

Bharadwaj, R., Khandelwal, P. (1993) emphasise the role of an organisation in identifying and developing the potential skills of the employees in an organisation and look at HRD as a philosophy "Every employee has unlimited potential and some weaknesses. It is necessarily desirable to help him identify, develop and utilise these potential and make him aware of his weaknesses to reduce or remove them, so that his full potential may flourish. Thus, trust is the basic integrity of people, belief is their potential, respect for their dignity-the underlying attitudes lead to the creation of a climate in companies where individuals experience a sense of involvement and belonging, where people find fulfilment in work and seek

newer horizons for themselves and the enterprise through self and subordinate development".

Thakore, J.B. (1999), (HRD) refers it to "the sum total of skill, potentiality, capability, aptitude, interest and knowledge of workforce".

Likert, R. (1984) feels that HRD motivates the employees in order to use their hidden talent for higher productivity. According to him development of employees tends to have higher productivity.

Shanker, C.S. (1984), observed, "HRD is a development oriented planning effort in the personnel area which is basically concerned with the development in the organisation for improving the existing capabilities and acquire new capabilities for achievement of the corporate and individual goals".

To sum up, from the micro viewpoint, HRD is a wide concept that includes various aspects of an organisation such as work climate where individuals experience a sense of involvement and commitment, get job satisfaction, seek those horizons that take them and the enterprise to heights through team spirit, identifying the potential skills of the personnel, developing them for achieving the desired goals of the organisation. From the macro viewpoint, "the concept covers large number of social and economic pursuits although seemingly in the same fold of human capital formation" (Muqtada and Hildeman, 1993).

2.03 HRD and Economic Development

Human resources have a two-pronged relationship with economic development. As a resource people are available with other resources in productive activity. As consumers, the goal of economic development is to maximise realisation of their desires and aspirations. Thus, an analyst must

consider the human element in both its roles as producer and as consumer (Schultz, T., 1962). The size, composition and socio-cultural characteristics of a population are basic determinants of the pace and level of economic development. The demographic forces influence the nature and quality of all factors of production. They also determine the kind of economic climate within which all activities take place. Similarly, demographic and cultural characteristics are important determinants of the rate of capital accumulation. The quality of human resources also plays an important role in determining the type of technology, the modes of organisation, and the targets of production (Ramalingam, A., 1996).

Human resources occupy a unique position in the resources set-up of any country. For a long time economists completely overlooked the importance of investment in human beings. Among economists some took a bold stand in accepting human beings as wealth (Mill, J.S. 1990). The philosopher economist Adam Smith (1937) was forerunner in this. In fact, he included all the acquired and useful abilities of inhabitants of a country as a part of the nation's capital. Marshall, A.,(1937) who was a pioneer in giving due emphasis on human welfare, held that while human being are incontestably capital from an abstract and mathematical point of view, it would be out of touch with market. In the context of welfare economies man enters the economic scene, not merely as a producer of wealth but in many other capacities also, which condition his well-being. In the words of Pigou, "Human beings are both ends in themselves and instruments of production".

Studies in economic growth have revealed that factors other than physical resources have played a more important role than was previously through of. Hence, new emphasis is being given to the generation and development of human capital in modern times. It is, therefore, not very surprising to find that most of the growth economists in the modern age have

emphasised that the omission of expenditure on education, non-profit research, health, recreation and such others which contribute to economic growth of a nation by increasing the productivity (Mincer, J., 1958).

As expressed by Kuzets (1961), there has been a growing opinion that "the concept of capital and capital formation should be broadened to include investment in health, education and training of the population itself that is investment in human being. In such an extension the meaning of capital to include human capital can be justified on two counts: Firstly, in the case of the production of material capital time dimension is involved to realise the fruits of investment; similarly in the case of human capital also waiting is involved for the functioning of investment in health, education, and training. Secondly, the capital element in human resource is predominantly a "produced means of production" as in the case of material capital equipment. In the words of Schultz, (1960) "Not all economic capabilities of people are given at birth, but many of these are developed through activities that have the attributes of an investment".

History has repeatedly witnessed that if the human resources in a country are not well developed, the people cannot attain economic and intellectual heights in spite of abundant natural resources. Highly developed and committed manpower is behind outstanding industrial growth of Japan. On the contrary, Brazil is probably the most endowed country with the natural resources, but its economic growth is just average. There is awareness, since the 1950 regarding the critical role of human resources in the economic development of the nation. Human capital formation is acknowledged as one of the most potent sources in contributing directly to economic growth. When we think of an organisation the first thought that follows is of the human force, which comprises the organisation. No organisation can think of its viability and effectiveness, without the

effective utilisation of human resources, which brings all around socio-economic changes. Universally, Men, Material, Machines, and Money are regarded as the most important factors of production; still human resource is regarded as the only dynamic factor of production. Considering the importance of this resource it is also essential that is should be managed properly (Singh, S.K., 1998).

The Human Development Report emphasizes that HRD is the process of enlarging people choices (UNDP, 1990). Development must be more than just the expansions of income and wealth. Its flow must be people. In this sense, HRD is a pre-condition of modern economic growth. "It is only where the working force is sufficiently literate, educated, trained and mobilized to take advantage of new advancements in techniques of production in the organisation that the progress of an industry becomes possible". It is the most strategic and crucial determinant of the growth of any economy. According to Khan F., (1984) HRD leads to Economic Development. Improvement in human factor is the key to the economic development of developing countries like India, which have vast human resources. Professor Gilbraith, J.K., (1967) observed that, "even in a country like the U.S.A., a large part of individual growth is derived not from more capital investment but from development in human power".

It is strongly felt that HRD requires urgent reorientation. Instead of counting to keep a low profile and staying within the narrow definition of in-house training alone, HRD should cover a large number of parameters to include strategies, policies, plans and programs which seek to develop human resources to their maximum potential. To further emphasise this point the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) stressed in the Jakarta Plan of Action that HRD is a broad concept

encompassing both the means and the ends for development and that it is equally essential for both economic and social progress (UNESCAP, 1988).

The emphasis on HRD is significant. The structural adjustment programs adopted in a number of countries have brought home the vulnerability of human development variables. The linkages between investment in human development programmes and economic development have become sharper. There have been major international developments such as opening of global market, developing countries to produce and market quality products at competitive prices. At the same time a range of concerns, including environmental issues, the new information culture and demand for liberalisation and democracy, are influencing policy and practice (Rao, T.V., 1996).

2.04 HRD and Industry

There are organisations, which have a century old history of HRD practice. We have organisations, which are practicing HRD principles and procedures without being aware of its name (Singh, I.S., 1996). In India Larsen and Turbo Ltd. is the first to introduce this concept in 1975 among the private sector companies with an objective of facilitating growth of employees, especially people at lower levels. Among the public sector companies it was BHEL, which introduced this concept in 1980 (Dr. Murli, P. K., 1998). The management of human resources *per se*, has made the beginning when the first legislation came in the form of Factories Act of 1881. It stipulated that the factories with more than 500 workers should have qualified labour welfare officer. It is rather significant that while the need for personnel function had soon been realised and strong professional personnel management began to emerge. Hence, it is clear that traditional HRD approaches in India have contributed considerably in the development and recognition of the composite HRD culture in our country. A comprehensive

study of Indian industries reveals the fact that HRD in our case blends eastern as well as western concepts (Singh, N.K. and Kumr, R., 1996).

Over a period of time the concept of HRD has gained increasing importance. The Government of India has recognised the importance of HRD and has created a separate Ministry under the control of a full-fledged cabinet minister. The need for HRD in India was identified by Shri C.S. Kalyansundaram and Professor T.V. Rao, identified the need for HRD in India on the ground that, India is a very big country with people of different background. Any organisation will have a combination of people from various parts of the country. The value system of the people of India is rapidly changing due to rapid changes in education system, technologies, and marketing conditions, so it is compulsory to rehumanise the society due to very high aspirations and ambitions of people (Rao, T.V., 1994). Looking at it either way, top to bottom or vice-versa, the HRD is growing both in acceptance and in performance in Indian industries (Bhaskar, J., 1994).

The Indian business and industry-a monolith in its might, finds itself catapulted into hitherto unknown, inexperienced market, business and economic environment in the boundless global society. We must admit that, irrespective of the many criticisms heaped on the Government in the past for its protectionism due to politico-economic considerations, these have also cocooned the business and industry in the country from real challenges and in fact, the Government policies decided the survival and profits of companies rather than their quality and costs or deliveries. This almost has resulted in the society accepting cost of inefficiency without any question so far (Rajendra. K.V., 1994). [46]

But after 1991 industrial scenario has changed completely. The new economic order has arrived, bringing with it a need for major transformation in the industrial scenario of India. All aspects of business and industry will

have to take necessary steps to face this situation failing which; survival itself could be at stake. The major challenges faced by organisations would be in the form of extensive and intensive competition in terms of better technology, cost effectiveness, quality improvement, and a large number of players in the market; since organisations will be required to focus efforts more specifically, restructuring will be inevitable. The restructuring exercise will depend on the flexibility of the organisation to adapt to the changes; an important fallout of greater competition would be the increased importance of the consumer, who would finally determine the success/failure of any organisation or business. To cater to the customers needs, multidisciplinary teams and an integrated approach to combine marketing, service, manufacturing and R&D would be required, which would provide a total monitoring system for updating and the innovations required. The new economic order has opened the doors for the entry of foreign companies, with the increasing number of collaborations and joint ventures, companies will have to develop indigenous ways of operating the acquired technology, management styles and culture (Bhargav, C., 1997).

With a view to meet the requirement of the changing industrial structure, the process of HRD is inevitable. The other reasons, which weight in favour of HRD are: HRD is a crucial factor in determining the growth and prosperity of business enterprises; industrial development on modern lines has created a problem often inadequately trained personnel at all levels of activities in business undertakings; it promises to fulfil the career aspirations of the working force and to meet the future requirement of the working force in the light of organisation goals; to ensure control of labour cost by avoiding both shortage and surplus of manpower in the establishments; to avoid all kinds of distortions, lop-sided development, short fall of performance and waste of natural resources (Khan, M.N., 1987). HRD in its present form embodies a modern, dynamic, and progressive approach to the business of

managing people in the work organisation. It is, for this that the HRD has been introduced as a specialised function in a large number of large, medium and small enterprises in industrial sector. At some places, it has set up as a discrete function in addition to the conventional personnel management. Elsewhere, HRD has been incorporated into the personnel functions by recasting the latter suitability to include the development of human resources (Pratap, M. and Singh, C., 1996). Thus, the human resources development programs, which entered our industries around 1980 hesitantly and reluctantly, soon became a creed and are now becoming a cult. The entire set of programs, which is essentially practiced, has been accepted in various degrees. The management has seen their impact during the last one-decade or so in terms of their value-adding role. In today's world, human resource development has acquired a new place and a new dimension. All so-called factors of production have become portable-except labour. The only "immutable" competitive base a nation has, now that commercial operations can be shifted from here and there with ease, is the relative intelligence of its work force. He further suggests: 'keep the competitive juices following and invest in brains' (Gallopade, S.R., 1986).

The fact that organisations are convinced of the importance of HRD gets reflected in their organisational structure. Many organisations have established their own HRD departments, to manage their HRD activities. Critics often gleefully remark that many organisations have renamed their personnel or training departments as HRD department (Rao, T.V., Verma, K.K., Khandelwal, K., Abraham, E.S.J. and Pestonjee, D.M., 1987). In fact, Krishnamurthy, V., (1987), former chairman of SAIL and former Member Planning Commission of India has pointed out that the formal adoption of the strategy related to HRD at national level it is 'minimal'. He further pointed out that HRD is still mostly in the talking stage in most of the country and the philosophy behind it is yet to be incorporated on a large-scale. Taking the

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case of India, only in few organisations, the experiments of the process of HRD is being carried out (Krishnamurthy, V., 1990). T.V. Rao and Abraham, S.J.,(1986) have identified - out of 53 organisations they had surveyed, in 16 organizations (30%) there was separate HRD department and in 20 organisations (38%) HRD function was part of personnel function. In another study, conducted by the author, to overview the HRD practice in India during 1989, it was noted that, out of 57 organisations, which responded, 43 organisations (75%) answered positively to the existence of the HRD department. This represents a quantum jump towards greater acceptance of the concept of HRD.

It is a sociological paradigm that, when society is in the process of learning a concept, its implementation will not convergent with the crux of the concept (Rao, T.V. and Abraham, E.S.J., 1986).

Hence, it is clear from above that it has undoubtedly taken a long time in our industries to 'shift' the emphasis from marketing and finance to human resources development. The companies with their focus on the bottom line have had 'little' to do with HRD except dealing essentially in terms of industrial relations. Even now their number far outstrips those who have opted for HRD in earnest. Why did the companies accept HRD programs? There was, of course, the missionary zeal of the propagators of HRD programs at the time when the industry was looking for palliative development, which has become indispensable to the management, which generally is not well versed, in social skills. HRD has almost come to replace personal departments (Sabhanayakan, S., 1992). It is generally accepted by top management that HRD should be given a high priority in the organisation. There must be separate HRD department in the organisation. HRD manager should be a designer, an initiator, an implementer and a monitor of various HRD programs and plans. HRD manager should develop

HRD philosophy of the organisation and get the employees from top to the bottom in the organisation committed to it, develop clear and specific HRD strategy according to organisational strategy, design HRD programmes, introducing them and monitoring their implementation, arranging infra-structure facilities and budget for HRD system, providing for the continuing professional growth of HRD staff, management of HRD programmes.

According to Dayal, I., (1993) there are three distinctly identifiable approaches among Indian organisation that have formal HRD programmes: (a) Man-Centered Approach, (b) Reciprocal Approach, (c) Selective Approach. Although in practice there are overlaps among these approaches, the classification is useful for understanding various patterns of HRD initiatives.

(a) Man-Centred Approach: Based on humanistic considerations, HRD, according to this approach, is a philosophy shared by organisation that believes development of people to be their primary responsibility. This belief governs personnel, welfare and other organisational policies and practices concerning its employees. Factors such as promoting trust, open communication, authenticity in interpersonal relationship and welfare of employees and their families are given top priority. Development of people thus becomes an end in itself in such an organisation. The assumption underlying this approach is that improving an employee's capability and developing him / her is the responsibility of the employer and therefore should be pursued as a programmes.

(b) Reciprocal approach: This perspective comes partly from humanistic and partly from business interests. It regards development of people as the most important asset for either improving or sustaining organisational performance. The emphasis of the HRD programmes here is on developing roles, role relationship, appraisal system, training, etc. This approach

assumes that HRD is important for growth of the organisation. Since growth of an organisation is linked to growth of people, it is in the interest of the organisation to develop human resources. In general, organisation takes up HRD at times of diversification, intensive growth, and declining profits. The HRD strategy and the focus of the programmes are broadly linked to the circumstances of the enterprise.

(c)   Selective approach: This approach is succession planning which has been practiced for many years by personnel departments in a number of organisations. It consists of identifying promising persons and carefully grooming them for leadership position. Generally such programmes apply to senior or middle level managers and not to employees as a whole. The important element of this approach consists of skills in identifying promising persons and developing special programmes such as assignments, placement in select positions, training, and the like.

Human resources development at the plant has to be considered as an integral part of the system and the three components for its development should be:

(i)   Job improvement (work content should be the focus.)

(ii)   Career planning (individual should be the focus.)

(iii)   Succession plan (organization should be the focus.)

The three components mentioned above could not possibly be provided for all the 'People' in the organisation. At the same time any interpretation of human resources development, which implies development of only senior or middle management, will not be justifiable. At best it will be as incomplete exercise (Rao, N.P., 1992). In HRD strategy it is necessary to take into accounts several factors significant to the organisation such as

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organisational, environmental, social and cultural factors. Although social and cultural factors (casteism, religion, festivals, etc.) affecting the HRD programmers, it is mainly affected by factors, which according to Pereira and Rao (1986), are known as OCTAPAC. An OCTAPAC culture is essential for facilitating HRD. Openness is there when employees feel free to discuss their ideas, activities, and feelings with each other. Confrontation is bringing out of problems and issues into the open with a view to solving them rather than holding them for fear of hurting and getting hurt. Trust is taking people at their face value and believing what they say. Autonomy is giving freedom to let people work independently with responsibility. Productivity is encouraging employees to take initiative and risks. Authenticity is the tendency on the part of people to do what they say. Collaboration is to accept interdependencies to be helpful to each other and work as team (Pereira, D.F. and Rao, T.V., 1986).

All modern business, industrial and services organisation realised the need for revitalising and developing human resources to create a new culture of work performance and took the step for formally adopting HRD programs. An organisation may think of strengthening its HRD functions for more than one reason like, if, it is planning to increase its production substantially necessitating more skilled manpower and more trained managerial personnel to handle various functions, it is planning to expand through diversification and is setting up new units and factories, the market condition have changed requiring executive and other staff to change their attitudes and develop new competencies to meet new challenges, the technology has changed requiring the company also to change or adapt its technology or modernise itself, the organisation has reached a saturation point if its growth, employees are stagnating due to lack of growth opportunities, level of frustration among employees is on the increase (Rao, T.V., 1991). Hence, it can be said that the HRD concept is based on the basic belief that man's ability for growth

has no limits. It has to be borne in mind that every industrial organisation is basically a human system. HRD activities are therefore, aimed at all levels in an organisation. This effort is facilitated if the organisation has a supportive climate, appropriate structure, and helpful systems. The main aim of HRD revolves around increasing the awareness of the people and improving their attitude towards the organisations. Every organisation must have a vision of its own to know its future. It must also develop a mission to achieve specific goals. In other words, the organisation must know where it is and where it wants to go. In the environment since 1991 for liberalisation and globalisation of economies, competition has become very keen. The old complacency and slothfulness must be given up if we have to develop and edge for organisation to survive and grow (Karnik, V.G., 2000).

HRD in an organisation is designed with a view to develop capabilities of its employees that are needed to do their job not for present but also for the prospective jobs. HRD helps employees to become dynamic, creative, trusting and collaborating. The process of HRD introduced in several organisation as a tool to judge performance appraisal, counselling, training, career planning, job rotation and exercise related to development of the personality. There is no more important task facing today other than that of the development of human resources. Almost all the organisations have some hidden sources and talents, which can vastly improve their performance if tapped at all the levels. HRD personnel and managers have their respective role in promoting HRD (Megginson, L.C., 1967). Hence, it is clear that the success of an organization depends to a large extent upon the capability, competence, efficiency and effectiveness of its human resources .The HRD system is an essential tool of management in order to develop a strong sense of capability, competence and responsibility among the employees of a concern. "HRD is an aid to the efficient running of an enterprise". It is now a firm belief that the organisation can improve their effectiveness and

productivity through the development of human beings. Thus, HRD is the core of existence and strength of an organisation (Suri, G.K., 1998).

HRD has a unique way of working in which each of its components are so well integrated with each other that ignoring any one does not lead to the set objectives. It is qualitatively different from the traditional personnel functions. Personnel function is normally seen, as a separate function in an organisation but HRD is not distinct. It is a part of every function. In other words, no function in an organisation can be considered in isolation of HRD. HRD not only means a wide range of strategies for the improvement of human resources, but it is actually the concern for the improvement of human resources, for vitalizing, activating and renewing an organisation through human resource development with special emphasis on the prevailing patterns of activities, attitudes, values, etc. of formal and informal system (Soni, M. M., 1993). It is necessary for the proper development of HRD to adapt changes in the environment and value system. The HRD programs should be provocative in meeting technological challenges as well as needs of the organization. Proper emphasis should be given to the value system of manager, the need of employees, needs of customers, educational standards of employees and policies and practices of organisation with regard to HRD. Hence, the development of human resources can only be achieved through a systematic process of planning and growth, where by, individuals gain and apply knowledge, skills, insights and attitudes to manage their work effectively (Prasad, J.K. and Ramakanta, J., 1993). Where HRD is properly implemented in the organisation; the organisation is likely to grow in size, profits, vitality, management competence etc. Thus, HRD should result, over a period of time, in things that can be shown in the balance sheet. How long this will take is very difficult to say. For some organisations it may take a long time as much as 15 to 20 years to achieve this because human all round

changes are involved. For some other organisation, a five-year period may be sufficient to change over (Rao, T.V., 1996).

The new HRD orientation reflects the process of humanisation that is an inevitable agenda for modern work systems and social life. However, the HRD efforts in an organisation cannot eliminate conflicts and power game as long as social, economic, and political vested interests remain dominant. HRD should essentially be adopted as a managerial strategy and not as a status symbol. HRD function should not be regarded as discrete function but it should be recognised and managed as integral part of a single, comprehensive task of human resources development (Rao, S.P., 1993).

A decade ago in Indian industry, the work ethos, was a hangover of Colonial past. Labour was viewed with suspicion and the attitude of the management was one of control and discipline, coupled with autocratic decision-making. Many organisations have not yet made the efforts to shake off the outdated habit patterns. The relationship still lacks trust and each side zealously guards its boundaries of rules and regulations trying to extract maximum capital out of every opportunity. There is a growing awareness in Indian industry for the importance of HRD. As the term suggests, the focus should be on development rather than control. The development, in turn, must take the form of integrated approach.

2.05 HRD and Industrial Production

Socio-economic progress of a country depends apart from other things on higher productivity, which contributes to the progress of human and social welfare. Productivity goes hand in hand with productivity. The prosperity of a nation is not only measured in terms of how much it produces but also how efficiently it produces. Thus, efficient utilisation of resources is the key to improvement in productivity. Labour productivity is not an isolated factor. It

is an integral part of the whole process of Human Resources Development (Jaygopal, R., 1992). Productivity culture calls for commitment of people in organisation, innovative opportunities for technical excellence, and a sense of interpersonal fulfilment, high level of interpersonal trust and regards, open and constructive communication, shared concern and a sense of mission. Whatever may be the technology, it is the man that matters. Productivity cannot be increased in isolation. Thus, we may say that productivity is synonymous to human productivity. More developed a human being in the organisation; possibility of increased productivity will be more (Bhatia, B.S. and Bhatia, G.S., 1993).

Management can put in money and material, use the latest technology, purchase modern machinery and cover up the market by utilising all its resources, but if the manpower employed is not able to understand the objectives of the management, all the money invested, the time spent and the managerial skill applied will be wasted. It is obvious that human resources can be moulded by economic resources. In order to achieve organisational and individual goals human resources have to be mobilised to the maximum extent. The qualitative and quantitative productivity of an organisation is related to the productive efficiency of its employees (Scott, Clothes and Spiegel, 1986).

The need for enhanced productivity and improvement in quality is the key problem of Indian industry. Productivity is not achieved through slogans. There is a need to create cultures, which trust upon the productivity on each worker. For this human productivity should be taken care of. The development of man will lead to the promotion of organisation objectives. It is the human input, which is employed in the organisation as individual or group, which goes through the organisation system and transfer the entire endeavours into promotion of productivity culture. After four decade of

intensive efforts, we have the facilities to produce a wide range of products. Despite these spectacular developments India has not made a significant impact on the rest of the world as an industrialised country. Indian products are yet to make a mark in the international market place. The basic reason is to mobilise our human resources. This has not received sufficient attention resulting in lack of motivation. No doubt it is difficult to answer the question as to which resources is most important-capital, technology, or people. However, over the years, we have applied our minds predominantly towards more efficient management of physical resources. Some thought has gone into management of people but only secondary efforts. The synergetic effort across the nation is not seen. So it is rightly said that every other resource-technology, money, or equipment-becomes most productive if the human will is there (Krishnamurthy, V., 1990).

2.06 HRD and Worker

There is no dearth of Human Resources in India; India has a population of over one billion. In terms of skilled manpower India ranks fifth in the world. Our share in the world trade is less than 1%. The problem of poverty and unemployment including under employment is still counting as a result of which the productivity of manpower is severely affected. As D. P. Singh (1991) has rightly pointed out that "India does not suffer from a resource gap; nor technology gap; nor a planning gap; the real gap to be bridged is the human resources management gap". At this junction "Human Resource Development" is India's greatest challenge.

In the early phases of industrialisation the fundamental relationship between the worker and the organisation was akin to a master and the servant. Social and economic conditions necessitated dependence of

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employees on the organisation for the satisfaction of their material needs. With the development of society and improvements in the conditions of the workers, there was gradual shift in workers concerns to include what are popularly referred to as high order needs. The failure or inability of organisations to cater to the additional demands was the basis for the emergence of an adversarial relationship between workers and management. Given the political profile of a rapidly changing society, it was inevitable that politicisation and militant unionism would steep into the relationship. However, the cataclysmic changes which have taken place in global society in recent times have once again disrupted traditional equations between organisations and their external constituencies, and thereby inevitably between managements and their internal constituencies. Traditional roles and relationships between workers and organisations have to be re-written.

HRD as an approach to integrating individual with the organisations was necessary because of the perceived inadequacies of traditional approaches to managing people. Conventional personnel and welfare administration focuses primarily on satisfying the hygiene needs of employees, namely ensuring proper physical working conditions, satisfying material needs, and the like. Traditional industrial relations were perceived to be concerned mainly with maintaining a tenuous balance between the essentially conflicting goals of different interest groups in an organisation. The need was felt for a strategy that would transcend the maintenance and the crisis-management modes so as to achieve as optimal, mutually reinforcing and rewarding relationship between human beings and the organisation. HRD developed as a response to such a need. In a sense, therefore, HRD came as a finishing touch to the picture of harmony and mutuality in the employee-organisation relationships, which the personnel management and industrial relations approaches, had left incomplete (D'Souza, K., Upadhyaya, G. and Kumar, R., 1997).

"People" is the most important and valuable resources every organisation or institution has in the form of its employees Dynamic people can build dynamic organisation. Effective employees can contribute to the effectiveness of the organisation. Competent and motivated people can make things happened and enable an organisation /institution to achieve its goals. Therefore, organisations should continuously ensure that the dynamism, competency, motivation, and effectiveness of employees remain at high levels. It is the 'people' who can make things happen. They are to be treated as long-term fixed assets of an organisation. The commitment and dedication of people can have an over whelming impact on the success of a company. Every organisation should try to create a culture and an environment-to develop and utilize such commitment, dedication, and competence of people (Rao, T.V., 1991).

The HRD for workers in Indian organisations have assumed added significance in the context of new liberalised economic and industrial policy. The challenges of globalisation, technological innovations, increasing competition and growth through expansion diversification and acquisition have important implications for human resource development. There are developments today, which heighten the need for HRD for workers. The groundwork is being laid by a number of organisations that have evolved proactive approaches to the complex area of human resource development as a matter of long-term strategic initiative. In the last decade, the HRD efforts by organisations have tended to concentrate on managers and executives and left out workers, more often than not. This neglect is as much due to lack of experience with HRD activities for workmen and low risk capability of organisations. as due to large size of the workforce and numerous unions to deal with (D'Souza, K.C. and Kumar, R., 1994). Therefore, HRD is the only approach. which has philosophical understanding, i.e. it encompasses

employees as a whole and does not confine itself just to development of the managerial manpower (Sahgal, P., 1992).

If HRD aims at the development of human resources in its 'totality', then why be concerned especially with 'HRD for workers'? It is a common belief that the trust on HRD for the managerial class will automatically trickle down to the shop floor. In India, this approach is more convincingly believed. But the recent experiences of several countries documented by reputed international body like UNDP and the search findings of eminent scholars have clearly shown that HRD investment on lower levels of employees will give more returns than it would on the executive and supervisors. As the opportunity cost of the executives is much higher than the workers on the shop floor, the turnover rate among them is also higher resulting in wastage of investment on developing them. Another aspect of directly developing the workers is that it will create a positive impact among them that the management is concerned for them. Here, one needs to take care of the psychological needs of human beings. The concern for the people should not be allowed to be mistaken as a trap for exploitation or a gimmick. It should be genuine and be seen as such (Chaubey, U.K., 1992).

When one talks about the linkage between HRD and the performance of an industry, there is no alternative but to develop the competence and motivation level of the workers. A positive organisational climate will facilitate this. Without a positive-minded workforce can anyone think of positive organisational climate? With regard to the thrust on HRD for workers, one should not assume that it is only managerial prerogative to take care of this objective. Worker unions are also equally concerned about this, and it is they who are required to play a symbiotic role in achieving the goal. A hand off approach on the part of the unions will seriously undermine the basic objectives of HRD (Pande, A., 1997).

It is observed that an average Indian worker is no less productive than any of his counterpart in the world. But as far as his productive efficiency is concerned he/she lags behind because of skill development, induction, career planning are still new norms for workers of most organisation. In order to develop the average Indian worker HRD should start at the grass-roots level (Rao, T.V., 1996). Advance technologies will make human skills and workers commitment more important than ever, because of closer interdependence among activities, requirement of a higher average skill level, an output more sensitive to variation in human skill and attitudes, higher capital investment per employee. Going global does not only mean technological processes comparable with the best in the world, but also the competence, commitment level and confidence level of our workforce with those of workers in countries with whom we have to compete. Considering the head start which many other countries have over us, there is a tremendous gap to be made up, and that too a short time The norms and standards of HRD are global, which makes the tasks of managing people far different and far more difficult and challenging then ever (Ray, S., 1997).

Section - II

EMPIRICAL WORK AND CASE STUDIES

2.07 Empirical Work and Case Studies

Various studies have been carried out on HRD and industry. The following section deals with the empirical work and case studies carried out in the direction.

Rao, T.V. (1991) conducted a study at Crompton Greaves Ltd. (CGL) and found that CGL started thinking about introducing HRD systems in 1979-80 when an ambitious expansion and diversification programme was launched. A high level HRD task force was constituted to implement the

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HRD system. The task force identified role analysis, performance appraisal and counselling as priority areas. By 1986 a number of role analysis exercises were completed bringing about increased clarity of roles through the use of role-set groups. A new performance appraisal system with considerable emphasis on teamwork was evolved. Performance counselling was also introduced independent of appraisal. Potential development exercise using in-basket exercise is also being tried out.

Pereira, D.F. (1985), carried out a study of L&T Construction Group (ECC) and found that with phenomenal growth in its business in the seventies and stiff competition in the Indian and international market, the Engineering and Construction Corporation Ltd., wanted to reorganise itself to meet the new challenges and opportunities. An external consultant was used to look into the organisation and suggest changes. As a part of his report, he also suggested the use of OD intervention. The OD group identified several issues facing the company, prioritised them and formed task forces to work on these issues. One of the issues identified on a priority basis was performance appraisal. Another was reward system. As a result of the OD interventions, a new appraisal system called as performance analysis and development system (PADS) has been developed and is being implemented. OD efforts are now being taken down the line. HRD efforts have succeeded in achieving goals.

Sudarshan conducted a study at TVS Iyenger & Sons and found that the company has a long tradition of being an organisation with concern for its employees. With changing environment by the late seventies the company started facing a competition. To meet these challenges, higher-level competencies needed to be developed in the supervisory and managerial staff. Recognizing the need, the company took a decision to divide the personnel functions into personnel administration and HRD and started an HRD

department in 1983. The department was charged with the responsibility to encourage excellence to create an organisational climate where employees will strive towards better performance, to maintain fairness and justice and develop problem prevention competencies. The HRD department was given the functions of manpower planning, job rotation, training, potential appraisal, career planning, job enrichment, suggestion schemes, liberal education, personnel research and organisational analysis, attitude surveys and reports, control and long range planning. After the department was established, a new development-oriented performance appraisal system was introduced. Training activities were systematized and manpower planning is being done to prepare the organisation for a better future.

Rao, T.V. (1991), conducted a study at Voltas Ltd., and found that the top management of Voltas always believed that their people are their strength. This belief has been brought to focus in the past few years through mechanisms like performance appraisal, counselling, management development, communication policy, potential appraisal, training etc. Voltas did not have a department separately for HRD apart from their training and manpower development unit, which was a part of the personnel department. However. HRD culture was attempted to be brought in the company in a variety of ways. In 1977 itself while reviewing the reasons for its poor performance, the managing director identified the inadequate attention paid to the development of human resources as one of them. In order to ensure development of human resources and generate a healthy organisational climate, a communication policy was evolved. This policy aimed at wider participation in decision -making, openness and regular flow of information. Voltas have revised their performance appraisal system from time to time. In 1982-83 they redesigned the managerial appraisal system focussing it sharply on management development. It had the multiple objectives of strengthening

managers to individual, developing them for higher-level positions, strengthening working relationships, providing a basis for OD exercise and increasing accountability. Voltas also have a strong base in training and OD.

Krishna, Usha (1986), conducted a study at Sundaran Fasteners (Ltd.) and found that at SFL steep growth in a short period from a single product in single locations to a multi-product, multi-location company necessitated a need for HRD in the company. The multi-location produced depletion in trained manpower and consequent problems and gaps at various levels. The HRD unit started working on organisational structure (focusing on clarifying reporting relationships, outlining key responsibility areas), manpower planning, recruitment, placement, development-oriented performance appraisal system, training and development, rewards, and career planning. The result was that for the implementation of performance appraisal, the chairman and managing director also participated in these workshops to communicate the top management interest. Training needs were identified through PAS and the training was strengthened. The company is working on the other mechanisms simultaneously.

Jain, V.P. (1991), conducted a study at Bharat Earth Movers Ltd. (BEML) and found that BEML is one of the few public sector companies that have shown consistently steady and fast growth. External consultants were engaged to assist the company on long-term planning and reorganisation. The consultant's with the help of a high level internal task force suggested a new organisational structure. Along with the new structure they recommended the introduction of HRD system to develop the competencies of the BEML staff. A development oriented performance appraisal, performance counselling, training, career development and potential appraisal exercises were initiated in 1978 and 1979. The appraisal system was modified subsequently over a

period of time and the training function was strengthened and investment was increased.

Raman, T.P., (1992) conducted a study at State Bank of India (SBI) and found that decision to introduce HRD system was taken at a workshop. The associate banks who also participated in the workshop, appointed HRD managers subsequently but could not make such a headway except designing a new appraisal format common to all associate banks and conducting periodic surveys on motivational climate. It was only in 1979 when the SBI appointed a chief general manager, personnel and HRD and a chief officer, at the central office. Gradually HRD started gaining momentum in the SBI. Simultaneously HRD departments were started and HRD managers appointed in different circles of the SBI. The HRD efforts started by introducing a new development oriented performance appraisal and orientation of all staff to the philosophy and objectives of the new system. The HRD department of the SBI also started working simultaneously from 1979 on job promotion, training, OD career development, feedback and counselling, subsystems. As a result of these HRD initiatives all the personnel decisions are being taken by using data generated form HRD department.

Khanna (1989) concluded that HRD through group discussion, participation in common task, mutual discussion, common agreement on group goals, identification of individual goal with that of group goal aims to bring changes in attitude of employees. This facilitates change in the culture of the organisation. A somewhat similar view has been expressed by Chandrasekhar (1989) who concluded that HRD through OD helps in organisational restructuring and changing organisational culture for enhancing organisational effectiveness.

Narasimhan (1989) conducted a study of Hindustan Aeronautics, Hyderabad. It was found that HRD facilitates technology improvement through training and development. Training and development has yielded not only tangible benefits of increasing productivity but some intangible benefits of improving working relationship such as positive attitude towards change, increased motivation to take up new jobs, higher achievement in work and in the organisation and pride of work.

Another study conducted by Bhatt, Dixit and Mehta (1988) at Petrofil reveals that HRD through training not only maintains shop floor discipline but also maintains positive Industrial Relations climate by changing the attitude of the employees.

Sachdeva and Arora (1988)'s study in Eicher Tractor reveals that HRD helps in organisation building by continuously making studies and preparing action plans to make improvements in areas like accountabilities, compensation, forecasting, appraisal system, recognition, communication, training and development, union management relation, working conditions, etc.

Partha Sarathi and Rao's study (1988), on HRD in BHEL, shows that HRD helps in bringing individual and organisational effectiveness through its mechanisms such as human resource planning and audit, training and development, performance and potential appraisal, career planning and development, organisation development, participation, quality circle and communication, etc. The authors again carried out a study in 1989, to fill up the gap in their previous study and found that full utilisation of the potential of the employees was made possible through an integrated HRD system by using its sub-systems like human resource planning, performance appraisal and training.

Rao and Abraham (1989) conducted HRD survey in fifty three Indian organisations and analysed in-depth the practice of various sub-systems of HRD in these organisations. They have studied sub-systems like training, performance appraisal, OD, employee counselling, potential appraisal and reward management and have suggested HRD functions to be developed to ensure effectiveness.

Bajpai and Gupta (1993) have made a study at J.K. Paper Mills and identified the role of various HRD sub-systems in ensuring excellence in work through TQM (Total Quality Management).

Raghavan (1989)'s study at Maruti Udyog found that an integrated HRD system is really effective in improving organisational effectiveness and achieving employee satisfaction. It further highlights that a well-designed, suitable and unbiased performance appraisal system can go a long way in maintaining the moral and motivation of people at high level.

Gupta and Gandotra (1989) conducted a study at Jyoti Limited, Baroda, and observed success of HRD activities such as, role effectiveness through identification of individual training need by role efficacy mechanism; managing ongoing organisational problems through extensive use of OD; improvement in superior-subordinate relationship through a development oriented performance appraisal system and effective utilisation of human resources through human resource information system. They found that by organisational effectiveness can be attained, using various HRD mechanisms.

Nair (1988), Ramakrishna (1989) and Jain (1981) conducted studies on HRD at SAIL and brought to the light some of the achievements of HRD in the organisation. HRD plays the role of a catalyst through its integrated sub-systems to manage organisational change. It has brought a change in the organisation culture by incorporating positive values and has achieved many

other qualitative changes such as change in the attitude of the employees by making them more aware about the priorities of the company, making communication more effective, maintaining organisational discipline, cost control, making goals and objectives more clear through a more developed human resources planning, training, performance appraisal etc. Besides challenges of technological-transformation were also to be achieved with the help of HRD interventions.

A study conducted by Sachdev, Anil and Arora, A.R. (1988) revealed that in Eicher Goodearth HRD has shown the way for improving climate for relationship at work place. Various HRD mechanisms were used for improving the climate in Eicher Goodearth Ltd. In the early 1980's changes in the fortunes of the company induced the management to carry out a diagnosis of the employee relations climate in the company. After initial diagnosis and problem sensing, a company-wide survey on feedback intervention was carried out. This included an attitude survey to assign employee satisfaction with 19 aspects of their jobs and organisational climate, ranging from job content and compensation to opportunities for development and union management relations. In addition, a SWOT analysis was also carried out in each of the division in order to identify areas requiring improvement.

The result of the two-attitude survey and SWOT analysis were discussed with different levels of senior management and action steps were identified pertaining to improvement in the employee appraisal system, organisational communication welfare, leadership, employees development, compensation, welfare and job security. The diagnosis indicated that significant improvements had taken place in most areas.

A study conducted by Sambamurthy, M.S. in Sundaram Fasteners Limited (SFL) revealed that steep growth in a short period from a single

product in single location to a multi-product multinational company necessitated a need for HRD in Sundaram Fasteners Limited. The multinational produced depletion in trained manpower and consequent problems and gaps at various levels. The HRD department is placed in the corporate planning and development wing. The HRD unit started working on organisational structure (focusing on clarifying repeating relationship, outlining key responsibility areas), manpower planning, recruitment, placement, development-oriented, performance appraisal system, training and development, rewards, and career planning. For introducing the new appraisal system, extensive research was carried out and a new system was involved, experimented, and finally adopted after conducting orientation programs. The chairman and managing director also participated in these workshops for communication with the top management. Training needs were identified through performance appraisal system and the training function was strengthened.

Verma, K.K. (1988) found that efforts are being made by Bank of Baroda to continuously train and develop its managers and executives initially, right from 1947. The bank had a philosophy of management development. This investment in HRD was later adopted for the entire bank when the bank could provide 6 chief executive by the nationalised banks between 1970-1980. The phase of social control and nationalisation posed major challenges before the banking service industries, BOB being no exception. It not only required the physical task of opening branches but also a shift in value orientation from profit orientation to a social orientation. The bank responded to this change by intensive training and development efforts focussing on new values and beliefs. New functions were adopted in 1978, which also included HRD. Its broad objectives were: to promote innovation policies and practices for creating a culture of involvement / participation, team spirit and self discipline, to provide opportunities for

employee development through on-the-job and off-the-job training, to establish linkages and contribute to effective man-power planning and training, and also the effective dissemination of HRD messages.

The indicator of success of HRD efforts in BOB focused on performance appraisal, manpower information system, manpower forecasting, job rotation, and revitalisation of training and quality circles.

Kapoor, B. (1988) conducted a study at Indian Oil Corporation Limited and found that Indian Oil Corporation, which has grown rapidly and radically, customer satisfaction, employee satisfaction, and corporation's profitability are the areas of concern. The HRD system was formally introduced in 1983 with the understanding that corporate development, of which HRD is an integral part, can be given a developmental orientation. Role analysis has been used in Indian Oil for role clarity, identification of key performance areas, team building, and system development. Role analysis experiences were conducted through workshop where the holders of focal role whose role is being analysed) along with those who had exceptions from them sat together and identified the key performance area and critical attributes for that role. Using this as a basis every role occupant was required to discuss with his boss and set task related targets. Monthly reviews of performance were conducted on an experimental basis for a period of six months. A new performance appraisal format was designed on the basis of this exercise.

To facilitate supervisor–subordinate relationship and create mutual concern for development, every supervisor was required to maintain a "significant events diary", and every subordinate was required to maintain a "self development diary". These were used to enhance learning among them. As a result of these exercises in some places the focal role members quickly took charge of themselves and got going into the new approach to their work

and relationship with the people around them. Role clarity improved and production targets were achieved.

Srivastava, C.M. conducted a study in 1982 at Larsen and Toubro Limited and found that in order to meet the challenges and opportunity posed by the environment, the organisation has to strengthen its 'People'. This was done through OD intervention. As a result of the OD work at LTCG and a new plant and equipment department was established, a performance analysis and development system introduced, a management planning and control system was implemented, identification of training needs was done and training programs were streamlined. OD efforts are now being taken down the line. HRD efforts have succeeded in achieving goals.

Shroff, A.G. (1988) found that at Transpeck, the emphasis is on teamwork where workman and officers participate in progress with zest and enthusiasm. In 1984-85 HRD activities were formally started with the help of outside consultant. Series of programs were held for the top management and emphasis was on self-awareness, team building, role clarity, creativity, etc. Similar programs for the second and third line executives were also carried out. It had desirable impact on reducing/removing fear and building trust among the second line executives. It made them more open, confiding and confronting and positive as well as creative healthy inter-personnel relations. Separate programs were conducted for individual departments with emphasis on creativity, personnel awareness, group dynamics, etc to build healthy intra-personnel relations. The quality circles, training and performance appraisal are also applied.

A study at Colgate Palmolive by Bose, M. and Natarajan, P.K. (1991) highlights that HRD through training can build a firm foundation of mutual trust and interdependence, which helps in bringing change in organisational culture, conducive for better industrial relations and increased productivity.

Advani (1989), Raman (1988), and Puranik (1988), have conducted studies at Blue Star Ltd., State Bank of India and Research and Development Organization respectively. They have observed that HRD is a mechanism through which culture in the organisations can be changed by giving emphasis to better employee relation and inter-departmental communication.

A study was conducted by Buch, V.J. and Bhosale, V. (1996) at Baroda Productivity Council. In 1982 the Managing Committee at Baroda Productivity Council (BPC) came up with an idea of creating something to search for bottleneck that reduced the productivity in industry. A four-member task force was constituted and it talked to a cross section of people in industries. After six months they came to the conclusion that the severest bottleneck was lack of conducive attitude amongst people working in organisations and industries. BPC's HRD philosophy was, only an individual can change his/her attitudes and that too if he / she is roughly convinced through own experience regarding the necessity of change, BPC will act as an outside, a change agent or a catalyst in helping the individuals to realign own attitudes leading to a more protective stance, the training/system intervention would address the needs and aspirations of the workers not only as employees but as total human beings in a wholistic context as well. To actualise the above-mentioned philosophy, following subjects were decided upon: personnel-interpersonal awareness; creative problem solving techniques; team building. Positive fallout's during the stage of the actual trials of these programs. It was observed that the workers, irrespective of their education and qualification. understood and learnt the contents with much interest.

Some of them even tended to become enthusiastic in making certain positive resolutions. They tried to exhibit changes in their behaviour. Surprisingly, the later lot started coming up with request to attend the same program. Subsequently, one more module called role of supervisor was added to the initial Three Module Program and the same was conducted for some supervisor. Some managers expressed their desire to undergo similar training. As a result the "Three Modules" along with an additional Module named "Leadership" given to the managers.

Samtel undertook a study (1996) on Samtel Group and found that it has around 5000 men and women who work for it. Some of the Samtel's salient management practices have emerged to be known as Samtel culture. These are openness, joints decision making and group building. It is this background that provides impute to HRD for workmen in Samtel. In Samtel 'workers' are addressed as 'Operator'. HRD practices for operators at Samtel are related to recruitment and orientation, rewards and recognition, participation, training and development. Impact of HRD practice at Samtel Group has resulted in stimulated ideas and thinking process within the operators and attitudinal changes. Now they are able to contribute effectively towards development of self and the organisation, improved interpersonal skills at all levels, program has developed a rational understanding of the circumstances under which they (all employees) are placed. Need for development of supervisory staff has become paramount.

Jahala, V. and Jandar, S. (1966) conducted a study at Pfizer and found that perceptive management such as Pfizer (India) Limited realized in 1989 that: the younger workforce joining organisations have higher democratic aspirations: the skilled and talented workers today have employment opportunities in a liberalised economy where companies have to strive to retain their best people: the average profile of a worker has changed to a

knowledge worker who not only must manage information and technology but must also increasingly take crucial shop -floor decisions; one of the function of a manger is to act as a 'facilitator' and help realize the fullest creative and human potential of its workers: TQM presupposes Total Employee Involvement. If an organisation is to become globally competitive: and the real competitive advantage must increasingly come not from technology / product quality but from the quality of services that surrounds a product. All these placed a premium on evolving productive HRD approaches. These were some of the basic premises that led Pfizer to design suitable HRD interventions at the plants in 1989. To place this OD initiation in perspective, the Thane plant in 1989 was one of the least productive of the Pfizer operations worldwide. The plant was a prime candidate for closure. "Added to low productivity was the chronic problem of acute industrial strife with the ever-present threat of physical assault in a multiple union scenario". Negotiating settlements was a long drawn painful process. Today after five years of the hostile OD efforts targeted at empowering the shop floor operatives both in terms of behavioural skills and technical skills of TQM, the very same workforce under the sensitive leadership of Pfizer top management team has helped to achieve over 20% increase in productivity without any additional investment. It took a combination of factors and three phases organically linked OD efforts spread over five years to turn around a plant. The visible impacts of the program were greater level of trust between management and union; greater organisational transparency like periodic information sharing has been institutionalised; greater levels of belongings to the organisation and resultant higher productivity; higher levels of motivation on shop-floor; with the trimming of the workforce through natural attention and VRS shop-floor efficiency necessitated redeployment.

A study was conducted at ITC Bhadrachalan Paperboard Limited by Fuzail, A. in (1996). ITC was formed in the year 1975 and it started its

commercial production in October 1979. Presently the unit is employing 1345 employees and has eight registered unions. Factors namely rural background, poor economic and social background, low level of education and young age group resulted in turbulence in industrial relations climate. The trade union did not have any prior exposure to industrial environment, and hence the motivation was low among them. This scenario formed the background for the management before initiating HRD programs. One of the development strategies initiated by the management is to expose the workman to Employees Development Program to bring about self-awareness and ultimately to contribute to their overall personality development. The content of the training program was to cover the role of employees in an organisation, the productivity concepts and techniques were, discipline, communication, human relations, group dynamics, team building and leadership. The training program has contributed to: (I) self-awareness, (II) healthy and harmonious interpersonal relationship, (III) sense of belongings, (IV) participation of workmen in various forums. Managers were asked to respond on the behaviour of some of their employees who have attended the programmes. Managers perceived change in the overall personality and behaviour. Impact of training programs clearly indicated that it has contributed towards self-development and fostering positive attitude among workmen. In addition to the above programmes organisation conducted the programs like adult literacy program, Supervisory Development Course (SDC), self-development program for housewives and workshop for trade union leaders.

Pillai, K. S. S. (1996) conducted a study at Masonelan Limited and found the company commenced its commercial production in 1985. The company has healthy industrial relations for the past ten years and not a single man-day has been lost on account of strike / lockout. This is almost an isolated case in Kerala. During the ten years, the company has executed three long-term agreements, five bonus settlements, formulated a promotion policy,

finalised standing orders etc., without any major hurdles or conflicts. The company has two recognised trade unions, *viz* Masoneilan Employees Union and Masoneilan Employees Concord. One is affiliated with INTUC and the other with CITU. Major HRD activities undertaken are: suggestion scheme, shop-floor councils, presidents club, grievance committee, Masoneilan education award scheme, training and development, induction program, ISO-9000-quality management system, TQM efforts, career planning. Masoneilan Limited believes employees are the main strength of the company and their potentials are a great asset to make HRD programs / activities successful in the organisation.

A study was carried out in ITI Limited Naini by Fuail, A. in 1996 and the astonishing facts were that, 92% workers did not know why they were employed; 88% workers did not perceive that they were earning their salary on account of the work carried out by them; 86% did not know who were the owners; 82% did not know their responsibility towards the organisation; 96% workers did not like discipline; 88% workers were not satisfied with the current organisational affairs; 85% workers put the blame for low productivity on managers; 92% workers said that their bosses were incompetent: 86% workers said that their bosses were not supportive and co-operative; 76% workers said that they gave more importance to their bosses than to the union; 90% workers said that they have not been trained so far. After these findings some training and development programs were designed for workers and behavioural modification. A program named Vikas Kaiser was developed and organised. The training resulted in reduction of absenteeism and elimination of man-hour loss due to strike or go-slow, productivity of the worker went up.

A study conducted by Rao, L. B., Gupta, A. and Sharma, M.P. (1996) revealed that workers' training in J.K. Synthetics was not gives much

importance. In fact training could not be structured and handled in a systematic way due to various other priorities. There was no systematic identification of training needs in J.K. Synthetics. The training for both the staff and the workers was done on a very ad hoc basis. Efforts were made to strengthen the HRD Department. Accordingly, fresh professionals were induced and the management started giving more importance to the training and development activities. Training coverage for the total. It was strongly felt that the workers should be made aware of the various facts related to production, conditions of the plant, technology, the source of raw-materials and the cost of procuring this raw-material, waste percentage and how it affects the profitability of the company. The chief of the respective plant directly handled these lectures. This certainly helped the workers to know more about their own plant and the other related functional areas. Not only this but the other positive impact was the behavioural programmes adopted such as impact on the workers that some of them are going towards teetotalism from alcoholism. There has been a remarkable reduction in gambling habit also. One of the parameters used to measure success of these behavioural programmes is receiving positive feedback from the department head at the plant level.

A study was conducted at Bharat Electronics by Talithya, V. K. (1997) revealed that the factory had a chequered IR history. The IR relation was fairly peaceful and conducive to good performance till the early 1970s. Thereafter, the situation changed with increased agitation, inter-union rivalry and so on. It was realised that efforts at improving the IR environment make HRD initiatives yield better results. What happened in the factory thereafter was a process of taking advantage of the environment already created for further improvement through an integrated approach in which both HRD and IR strategy had an equal role to play. The main developments were like, on the IR front, the process of sharing information was taken to its logical

conclusion. In 1988 decision was taken to close down the department. For this a committee consisting of trade union representative and management representative was constituted. As a result of the deliberation, the department was closed. The employees of this department were trained and posted to other departments. An action plan was adopted laying emphasis on improving productivity, discipline, supervisory effectiveness and settlement of some of the problems and grievances of the workmen. Now there is more sharing of information, and open direct communication with workers accepted as a part of the system.

A study conducted by Sing, B.D. and Chandrasekhar, S. (1997) revealed that Visakhapatnam Steel Plant, a major three million-toned integrated steel plant was built in 1980s and commissioned in 1990-92. In the last 17 years, the management of VSP has been conscious of the need to establish proper linkage between IR and HRD. The management anticipated the IR problems and the intervention of HRD to create and foster a harmonious climate. A highly experimental programme was designed and administered in the local language (Telugu), which has proved particularly effective. Based on this design, a series of programmes were planned. They also included selection and induction strategy, job enrichment, training, internal communication, quality circles, suggestion scheme. It is intended to continue these programmes and it is too early to evaluate the success. Efforts are being made to adopt appropriate monitoring mechanisms to nurture the trained workers. They opened that success in the area of IR was possible because of the HRD initiatives taken.

The review presented above gives the impression that Indian organisations view HRD as an integrated system with many sub-systems such as human resource planning, training, performance appraisal, OD, career planning etc. Organisations have increasingly realized the need for changing

their culture and climate and attitude or employees for which they are relying on HRD. Many quantitative and qualitative results have been achieved by some of the organisations. Many organisations are in the midst of HRD interventions, while some others are in the very infant stage.

None of the studies have been carried out in the context of changing industrial scenario. Moreover, thee studies focuses on work culture and climate, O.D., etc. But there are other important components of HRD such as health of the workers, industrial safety, environment that are not touched upon in these studies. It is essential that HRD be studied in totality.

The case studies are mentioned here have tried to resolve their problems by using various sub-systems of HRD. A search of evidence on these aspects indicates that there is no attention paid to the evaluation of these aspects of HRD in relation to industry, and how these aspects had an impact on performance of the industry. One cannot talk about HRD in isolation of industrial growth and development. Industrial units introducing HRD practices might have designed some procedure to measure the HRD processes at the time of introducing it and keep obtaining data periodically to monitor industrial progress. Lack of such comparison of HRD in relation to industrial growth and development of prosperity will provide only a weak support to the fact that the HRD leads to the improvement in the changing environment.

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