Organizational Sustenance through HRD and Participative Strategies

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Abstract:
Administration has grown very complex in the modern times as it has acquired new dimensions. The new challenges for human resources policies will have to recognise the new development of the potentialities of people, increasing unionisation of middle management cadre and minimising the cost of production and improving productivity. In this age of rapid technological development, training and retraining is of vital requirement not only for the individual but also for dynamic needs of the society.

Development of Human Resources is needed by any organisation if it wants to succeed in the fast changing environment. Unlike other resources, human resources has unlimited capabilities. The potential can be used only by creating a climate that can continuously identify, nurture and use the capabilities of people. HRD aims at creating such a climate. In the sphere of industry, industrial democracy, employer-employee relationship and involvement and participation of workers in the decision-making process of industry or enterprise are vital factors of human resource development. HRD should not be confined to short run narrow sectional interests, but should have wider perspective of social development towards a progressive direction for the benefit of our people at large.

In this paper, the major concern in the design of learning experience provided to employees, called as training, education, development, etc. is discussed to bring about more professionalism in the HRD activities in the organization.

Keywords: HRD, training and development, quality of work life, HR strategy model, Quality Circles

Introduction:
Defining Human Resources Development (HRD) is not in easy task, for HRD has become so attractive that some people are not using it to cover concepts other than those originally intended. Nadler (1984) defined HRH as "organized learning experiences in a definite time period to increase the possibility of improving job performance and growth". Economic, technological and social trends have created acute problems for business and industry and consequently focused attention on HRD as a key element in coping with these problems. In essence, management wants more work out of fewer people and is now working beyond automation to achieve productivity gains.

Due to change in organisational perspectives, Organizations are investing more on employees' development, programmes. Employees are encouraged to pursue self-development through various training programmes. Quality of Work Life (QWL) movement has renewed interest in involving employees in management decision or at least suggesting operational and environmental Improvements.

HRD Priorities in the Changing Set-up:
The importance of HRD as a catalytic agent of growth has been increasingly recognized in India. The following three factors may be considered while examining the recent HRD efforts in Indian industries:

1. Competition in all areas of business
operation has put considerable pressure on management to enhance quality, efficiency and mitigate cost. Success in this direction requires a dynamic HRD strategy.

2. The introduction of new computer-aided technology and fundamental change in the manufacturing process has caused the need for developing new worker skills to suit the demands of new technology.

3. To-day's better trained and better educated workers have stressed the emergence of new work values where they have more opportunities to make contributions and to be recognised.

Changing social conditions are already demanding the extension of management from its traditional area of private and public enterprise to public systems. The managers will be in greater demand in public systems in next decade that can sort out social and political problems, and can make things happen. Basic to each of their jobs is the need for their superior analytical capability; the ability to see problems, to locate facts, to shift the essential from the non-essential, to reach rational decisions. And equally basic to both is to create appropriate setting for implementing decisions” (Chowdhury 1975). Management can meet the challenges of change by adopting themselves to the changed situation or by adopting changes in advance. HRD makes necessary organisational effort to help the managers in adapting to the emerging changes. In fine, HRD in the organization should strive at foreseeing changes, adopting them, innovating changes and implementing them, especially in the context of present day industrial developments in India.

Training Function in the HRD Process: In this regard, designing a training programme is one of the most persistent, yet most misunderstood concepts to be found in the field of HRD. Since HRD is primarily concerned with learning, particularly in work setting, the task of suitable training intervention is of prime importance.

In this process, institutions particularly those that are devoted to HRD effort, have a role of great importance. A review of HRD activities in India, especially in the context of training and development activities in the work organization, often suggests the ineffectiveness of training design to have a significant impact in developing appropriate skills in the employees at the various levels of the organisation. With the advent of professionalism in management, the role of HRD In increasing the managerial competence is more and more being realised.

In this paper, the major concern in the design of learning experience provided to employees, called as training, education, development, etc. is discussed to bring about more professionalism in the HRD activities in the organization.

Integration of Learning Needs in HRD: Analysis of individual's growth need in terms of knowledge, skill and experience is required on account of a number of universal reasons applicable to every kind of learning situation. The following are the main objectives of the training
programmes organized under the broad spectrum of HRD:

a) Training should help personnel to be more productive on the present job and make them ready for their future advancement.

b) Success of the organization requires that everyone performs at his best level; and this calls for, in part, finding out specific growth needs of the individual.

c) People in the organization, regardless of their positions in the organisational hierarchy, can do jobs well, like to do their jobs best and have a will to do if given a change. Adequate opportunities need to be provided by the organizations to each and every employee in order to enhance their knowledge, behavior, capabilities and attitude.

d) Training can be an aimless pursuit, if not based on valid present or emerging needs. To minimize this, growth needs of the individual are periodically identified and a programme is formulated to provide him with ‘planned experience’ to bring about the desired growth of the individual. This calls for development of specific model viz. Critical Events Model (CEM).

CEM (Nadler, 1982) is an open model. It recognizes that organizations and individuals are very complex. The open model allows design of training intervention and involvement of personnel at all levels in the organization. A learning experience has to be so designed that it must be seen as part of the organization.

Integration of Individual and Organizational Goals:

Urgent requirement need to be focused on the integration of the individual with the organizational goals if we want to make the HRD effective.

In this respect, the following areas need to be initially considered:

i) Increased participation in organization at all levels and development of satisfying self-concept.

ii) Increased efficiency and effectiveness at all levels in the organization to provide greater job achievement.

Management of human resources in any organization is one of the most significant ingredient of an institution and is subject to so many public pressures. Hence, whatever changes might have taken place in the Indian society in the past decade need to be examined and consider how these changes have affected work organization. A new concept has developed viz., the concept of social justice which stresses upon social legislations that have been taken up by the Government during the last decade.

More control on individual organizations is being exercised by the Government to catalyse the growth of industry, rather than concentrating on profit orientation as the main objective. We may call these changes in the organizational pattern are basic and they have become an integral part of new social and economic order.

All these changes when taken together are fundamental and have become a part of new social and economic set up.

This results in increased professionalism in Indian industries to make effective contribution to the social and economic progress of the nation. Accordingly, it is felt that suitable 'Human Resource
Strategy Model should be developed to meet the all round challenge faced by the Indian industries.

**A Human Resource Strategy Model:** One such model developed by Sen (1987) is discussed in the context of rethinking an alternate HRD strategy.

"The major change faced by modern management is how to fully utilize and manage the vital resource i.e., the Human resource. How can management create an effective organization? What strategy should they follow in managing Human resource?"

The important element of the productivity process is human resource. Machines can only aid the human resource. It is the Human resource in any organization who operate the machines and provide the essential maintenance that help the organization run successfully. No organization will succeed unless and until the cooperation of all is sought.

The major challenges faced by the HRD professionals in the organisation are to develop a strategy for proper utilisation of human resources. In developing such a strategy, three important considerations are:-

1. **The Individual Employee:** Once the proper employee selection has been made, the supervisor or the manager must ensure that proper training and development opportunities are provided to the employee and that an environment is created for the employee to make relevant contributions. Among other things, such an environment must include effective communication and effective reward and recognition system.

2. **Interaction among employees:** In group process, all the members of a group must interact with one another. The interaction enables the group to establish group objectives, explore innovative work design, enhance productivity and improve quality. The supervisor or the manager must ensure that proper interactions take place among group members and provide the necessary training and education on how to be effective in a group process.

3. **Integration of sub group activities:** This Integration is vital as it helps the group to sustain its goals. In this context the role of both the supervisor and the manager is crucial as they only have to act as an integrator. In fact, in a participative group process, the supervisor becomes the integrator, as opposed to continuing the traditional role of controlling, maintaining and regulating" (Sen, 1987).

The major stress in the emerging HRD strategy is to develop methods of optimal integration, interaction and to provide the group with techniques for evaluating its success. In India, several academic and training institutions are engaged in promoting suitable HRD intervention more appropriate for management of change in a work organization. The Central Labour Institute (CLI) under the Ministry of Labour, Government of India, is engaged in evolving appropriate HRD strategy more suitable to meet the specific needs of Indian industries. In such an organisational development attempt, the involvement of employees at all levels was considered to be of primary importance. The group technique or process, where participation is the central theme, can vary in their details depending on the parties involved.
Since managing change is a dynamic process, HRD effort, should involve at three levels activities, as described in Fig.1

![HRD Effort Diagram]

**FIG 1: HRD effort**

**Participative Approaches in HRD- An Experiment: Imperatives of Participative Approach:** The participative-oriented HRD model for organisational effectiveness described earlier in the paper was already adopted and applied to a series of learning experiences which were carried out in a public sector organization employing nearly 13,000 people. This organization has all along concentrated its efforts towards human resources development to meet the challenges keeping in pace with rapid changes in technological development. The Central Labour Institute (CLI) had been privileged to get associated with the HRD efforts launched since 1975 in the above organization for the personnel at different levels, except the grass-root level. The CEO requested CLI to initiate an appropriate training strategy for getting the positive involvement and commitment of employees to augment the process of development and organizational growth.

During this period, various industrial organizations were engaged in introducing and launching the concept of Quality Circles as an approach to organisational efficacy. The Central Labour Institute being the premier organization was actively involved in playing its role in spreading this "Quality Circles" concept in some of the organizations around the country. The CLI and the concerned organization then took the joint decision to introduce the idea and philosophy of Quality Circles in order to obtain greater Involvement of the workforce, viz., level III of the HRD model, and to achieve improvement in the quality of work life.

**Methodology of Launching (Q.C):** Based on the discussions held with the Chief Executive, board modalities worked out for initiating and launching quality circle (Q.C) activities were as follows:

i) Two senior officers would study the functioning of QC in those organizations in and around Mumbai and Nagpur, where
QC has been launched and implemented successfully.

ii) The idea and philosophy of QC would be spread throughout the organization based on the principles of 'Word of Mouth Approach'.

iii) The idea and philosophy of QC would be spread at all levels through various other training courses being organized by the Training Institute of the organization.

**Schedule of Training Programmes on Q.C.:** The schedule of training programmes designed and conducted by CLI for personnel belonging to Levels I, II & III of the organization were:

1. Appreciation Seminars (Two) on QC for Top Management Personnel. Half a day each
2. Workshop for Middle Management personnel 3 days
3. Workshops (two) for Junior Management Personnel 2 days
4. Workshops (two) for the Shop floor employees : 2 days employees

**Launching a QC in the Organization:** To create further confidence and to allay the fears and doubts in the minds of employees, a joint session was held in which all officers including the Chief Executive of the organization, staff and employees so far trained on QC participated. This unique learning experience through interaction between the supervisors and subordinates helped to clear the misconceptions in the minds of the people concerned for forging ahead with the experimentation of launching the QC process. At the conclusion of the training programmes, two pilot circles were formed out of the employees who volunteered themselves in this participative process, who later presented and implemented their work-related projects successfully. Subsequently, within a period of two year, the number of Circles increased to around thirty five, giving an indication of successful experimentation of this approach as an HRD strategy for improving organisational effectiveness.

**Intermediate Assessment of the Participative Approach:** The launching of Quality Circles in this organization became a milestone in its growth process towards achieving a better quality of work life and productivity. This activity was found to create tremendous zeal, enthusiasm and commitment among the cross section of people in the organization. However, this had also resulted in some apprehensions and anxieties being felt especially by middle and senior level management personnel. In order to alleviate these shortcomings and to meet the mounting challenges in future, the organization preferred for the development of an appropriate HRD Strategy for the senior and middle level managers to facilitate them to catalyse the growth of the organization. Based on further discussions with the Chief Executive of the organization, the CLI decided to conduct a preliminary survey to identify the factors for facilitating Organisational and personal effectiveness of the personnel working at different levels of the organization, followed by a ‘Workshop for Organisational Effectiveness’. The objectives of the survey were:

a) To identify the strengths and weaknesses of an organization:
b) Identification of different factors to provide insight into peoples' problems that may be affecting organisational effectiveness:
c) Development of a suitable agenda for the strategy based on the identified factors;
d) Providing a feedback to the Senior Managers for evolving need-based organisational strategies for increased effectiveness

**Design of the Training Workshop and Its Effect:** Data collection was made from the three different organisational tiers of the hierarchy. The personnel selected for the survey were drawn at random from different levels of the organization. Based on the analysis and findings of the survey, a two day Workshop was designed and conducted. In the workshop, the findings of the survey were shared with the participants. The similarity and differences in identification of the adequacies and inadequacies in terms of organisational and personal blockages were also discussed. The priority areas were worked out through group consensus approach. At the end of the Workshop, the participants evolved an action plan to overcome the various blockages. This workshop helped in determining the factors that impede organisational effectiveness at all levels leading to evolve a set of need-based action strategies.

Bases on the conceptual framework of the **Critical Events Model** as well as the **Human Resource Strategy Model** discussed earlier in this paper, all these experiments were aimed at launching a comprehensive organisational development effort to benefit the personnel at all levels of the organization to enhance their effectiveness and contribute their best to the quality of work life.

**Conclusion:** There is no doubt that sporadic HRD activities aiming at organisational effectiveness often result in intangible recommendations making the intervention ineffective. Hence, it is envisaged to develop a comprehensive plan of action for an integrated HRD effort involving personnel at all levels in the organization. It is felt that in retrospect of the changing socio-cultural scenario in Indian industry, the human resource development model outlined in this paper may provide the necessary conceptual support in managing the change in Indian work organization. This theoretical model, supplemented by the result of the empirical evidence, will go a long way for the development of critical HRD strategy for Indian industrial society. Keeping in pace with the emergence of new value system of Indian socio-cultural development, the HRD model proposed in the study may pave way for the growth of participative work culture in the organization and provide a long-term alternative for increased effectiveness.

**References**


