UNIT 15  HUMAN RESOURCE DEVELOPMENT

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15.0 OBJECTIVES

After reading this Unit, you will be able to:

• comprehend the concept of Human Resource Development (HRD);
• explain HRD strategy;
• describe the elements of HRD;
• explain the value of HRD Philosophy;
• highlight the human elements of an organisation;
• discuss the application of management techniques to HRD such as participative management and TQM; and
• apply the principles of HRD to Indian libraries and information institutions.

15.1 INTRODUCTION

We have discussed in Unit 14, knowledge development and skills as elements of Human Resource Planning, to enhance the competence and capability of personnel selected and recruited in an organisation for quality improvement. In this Unit,
we are accentuating on the importance of the development of human resources as a continuing effort to prepare the organisation for its future needs of growth and development. No organisation, in fact, can afford to remain static in any field of activity, lest it would perish. Dynamic growth and development of any organisation involves augmentation of every economic factor of production and services, such as raw materials, finance, capital and entrepreneurship, the last of which is related to human resources. Human Resource Development (HRD), therefore, is a permanent continuing activity of a dynamic organisation and has to be understood in all its ramifications.

Qualities of leadership are a crucial factor in developing human resources, particularly from the point of behavioural psychology, emotional characteristics, and overall involvement in work with proper attitudes and approaches to work. Motivation and communication are important techniques that can contribute to employees’ performance quality.

Participative Management, Total Quality Management, Career opportunities, health and safety, and a few management techniques that are useful in HRD are discussed in the context of Indian libraries and information institutions with their application feasibility.

15.2 CONCEPT OF HUMAN RESOURCE DEVELOPMENT (HRD)

HRD concept is concerned with the provision in an organisation, for learning, development and training opportunities in order to improve individual, team and organisational performance. HRD is essentially a goal and target oriented activity, constantly endeavoring to update and tune its human resources to advance in knowledge and skill, to meet all the requirements of a growing organisation. Strategic planning of HRD is necessary to have a well thought programme to execute it effectively.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

1) What is HRD concept concerned with?

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15.2.1 HRD Strategy

Strategic HRD is a set of programme in an organisation, for providing facilities and opportunities for its manpower force for education, learning, development and training in order to improve individual, team and organisational performance. This is a continuing activity, as stated above, to be always prepared for future
growth and development. In other words, strategic HRD arises from a clear vision about people’s abilities and potential and operates within the overall strategic framework of an organisation’s goals and objectives. It takes a broad and long term view about how HRD policies and practices, supporting the achievement of set targets with reference to its present and future tasks. It is concerned with enhancing its human resource capability in accordance with the belief that an organisation’s human resource as a major source of competitive advantage. It is therefore about developing the intellectual capital required by the organisation, as well as ensuring that right quality of people is available to meet not only the present but future needs also.

So, Strategic HRD aims to produce a coherent and comprehensive framework for developing the human resources of an organisation. Much of HRD process will be geared to providing an environment in which employees are encouraged to learn and develop. HRD activities may include traditional training programme but emphasis is much more on developing on intellectual capital and promoting organisational team and individual learning. The focus is on creating an environment in which knowledge is developed and managed systematically. Strategic HRD is also about planning approaches to the encouragement of self-development (self managed learning) with appropriate support and guidance from within the organisation. It should also deal with the human elements of an organisation in its entire entirety to supplement and complement all the efforts at intellectual development.

It is useful to recall here the definition of ‘intellectual capital’ that it consists of the stocks and flows of knowledge available to an organisation and includes intangible resources that can contribute to its value generating processes. These comprise the value of all relationships inside and outside the organisation, including those with customers and suppliers. They also cover the value attached to such intangibles as goodwill, corporate image and brands.

**Self Check Exercise**

**Note:**  
i) Write your answer in the space given below.  
ii) Check your answer with the answers given at the end of this Unit.

2) What are the aims of HRD Strategy?

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**15.2.2 HRD Philosophy**

It is pertinent, relevant and useful to reproduce HRD Philosophy, as conceived by Michael Armstrong in his work on *Handbook of Human Resource Management Practice* (page 527), as this philosophy can be regarded as a set of directive principles for HRD.
With this background, let us study the key elements of HRD in the next section of the Unit.

Self Check Exercise

Note: i) Write your answer in space given below.
   ii) Check your answer with the answers given at the end of this Unit.

3) How is HRD philosophy serves as a directive principle to HRD?

15.2.3 Key Elements of HRD

The Key elements of HRD are to develop the intellectual knowledge, various technical skills of the human resources and aid self-development in all its dimensions. The intellectual, knowledge and skill developments are acquired through learning, formal education, training and self-development with Internet facilities and Intranets of the organisation.

Intellectual, Knowledge and Technical Skills

Learning: It is a process of acquiring knowledge with formal studies, skills with observation and involvement in work by individuals or teams that produce a relatively a qualitative change in their behaviour that occurs as a result of practice and experience. The process is varied and complex, covering a wide range of
Human Resource Development

efforts to acquire, besides knowledge and skills, insights, beliefs, values, attitudes, and habits. Individuals learn for themselves by doing things and from instructions of knowledgeable people and also from organisation’s stocks of knowledge. They learn as members of teams and by interaction with their managers, co-workers and people from outside the organisation. The ways in which individuals learn differ and the extent to which they learn depends upon how largely or how well they are externally motivated or self-motivated.

**Education:** Individuals may enhance their academic and professional knowledge by studying in formal educational institutions for various degrees and diplomas. These should be relevant to and necessitated by the organisations growth. The organisation will decide on the person(s) to be going through formal education.

**Training:** While learning is the process by which a person acquires new knowledge, skills and capacity, training is the use of systematic and planned instructions and development activities to promote practical hands-on skills. Training programme may consist of a short formal training course, a series of short courses on job modules, or a fairly lengthy period, lasting for weeks, of a professional course. Planning the overall training programme means prioritising training activities in the light of analysis of learning needs and deciding on the resources required. Planning individual programme means selecting the right blend of training techniques and deciding on the extent to which the training is to be held on the job or off the job, in-house or externally. Decisions have also to be made on who provides the training. Increasingly this is being outsourced to training providers, that is, outside experts are invited to be on the faculty and also training specialists within the organisation. This is based on needs analysis, planning and evaluation. Finally the effectiveness of training needs to be evaluated systematically.

**Self Check Exercise**

**Note:**

i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

4) What are the key elements of HRD?

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**Conditions for Effective Learning**

Here learning includes all the types formal and informal learning mentioned above. The whole program of learning, training, education, etc. can be effective only on the following conditions:

- Learning, education, etc. are all very active processes. Persons undergoing these must be totally involved, dedicated and devoted.

- Individuals ought to be motivated externally or self-motivated; the latter is likely to yield much better results.
Human Resource Management

- Effective learning is likely to be achieved if learners have learning goals and oriented towards their own roles in the organisation.
- Learners need a sense of direction and feedback on how they are doing. Self-motivated individuals may provide much of this by themselves, but learning facilities should still be available to encourage and help when necessary.
- Learners must have the satisfaction in what they learn. They should feel that they are gaining something which will be very useful in their work.
- Written course material should be provided in any process of learning. The course methodology should use all modern presentation methodology.
- Learning requires time to assimilate, test and acceptance. This time should be provided in the learning program.

Self Check Exercise

Note: i) Write your answer in the space given below.
ii) Check your answer with the answers given at the end of this Unit.

5) What are the conditions for an effective learning?

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Self-Development: E-Learning

Learning is a never ending process, irrespective of the level at which a worker is functioning, salary or status. In today’s context, self-learning opportunities are unlimited, particularly with ICT.

“E-Learning is learning -or- training that is delivered by electronic technology. It makes use of the Internet and World Wide Web, and intranet within the organisation. The aim is to enhance self-learning. It extends and supplements face-to-face learning rather than replace it.”

Internet and web pages have literally brought a reference library to a home, if computer and broad band facilities are available to an individual. Practically every type of search is possible with Internet with downloading and printing facilities. Files on many topics can be prepared for reference and there is no limit to this. Many services of the Internet are free but some are priced. This is the best method for self-learning, including learning courses through on-line facilities.

E-learning focuses on the learner. It provides a means of analysing individual learning needs. This process may be achieved by participation in learning groups or communities of interest in which members both gain and share knowledge.
Self Check Exercise

Note: i) Write your answer in the space given below.
   ii) Check your answer with the answers given at the end of this Unit.

6) What is e-learning?

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15.3 HUMAN ELEMENTS OF THE ORGANISATION

With all the strategic programme for enhancing the competence and capability of human resources, it would be incomplete if the human elements of individuals and groups are unattended. While the intellectual capital and acquisition of numerous technical skills are getting expanded with reinforcements, if all the idiosyncrasies of human beings are not taking care of, the progress of growth and development of the organisation will be seriously impaired.

HRD strategy should include as much as possible the human element of the organisation. For instance, what causes human beings to act the way they do? What needs do the staff have? How should the workers be treated to be most productive? If the ultimate goal of the organisation is to be more effective and efficient, it is obvious the people who work for the organisation are the key factors in achieving success.

15.3.1 Studies on Human Behaviour

There have been a number of studies and theories on the importance of human behaviour and on the psychological factors that make or mar the progress of an organisation. In this Unit, we are focusing on three major studies/theories viz., the Hawthorn Studies, McGregor’s Theory of X and Theory Y and Maslow’s Hierarchy of Needs which highlight the importance of human elements in an organisation.

Hawthorne Studies

Elton Mayo and his co-researchers felt that if the best work environment could be determined, then workers would be more efficient and become less tired. They also felt the importance of evaluating the attitudes and reactions of workers to their jobs and their environment. They attempted through several experiments to determine the relationship between working conditions and productivity. They set up test groups, for which changes were made in lighting, frequency of rest periods and working hours and control groups, for which no changes were made.

In a final experiment they discovered that the workers had developed their own idea of the level of fair output. This informally developed norm was enforced on the work group to the point that total output was restricted. Any worker who
produced more than the norm was pressurised by other workers to comply with the norm.

The lesson of Hawthorne experiments was that psychological needs of individuals have a significant impact on group performance and that employees often misstate their concerns. As a corollary it was also learnt that when employees are given special attention, output is likely to increase regardless of the actual changes in the working conditions (Hawthorne effect). In other words, the result supported the thesis that reasonable satisfaction of the needs and desires of employees will lead to greater output.

The Hawthorne Studies in the 1930’s were among the first studies that demonstrated the importance of the human side of the organisation. This Study is important because it shows that

- Employees respond to managerial efforts to improve the working environment;
- Employees respond to being allowed to make decisions that affect their work pattern and job behaviour;
- Informal group of workers through which an individual employee acquires a feeling of belonging and being welcomed. Management considered these groups to be threats and not in the interest of the organisation. But Hawthorn Studies indicated that these informal groups can be a positive force helping management to achieve goals;
- The informal group needs to develop a sense of dignity and responsibility and needs to be recognised as a constructive force in the organisation; and
- The worker must feel that s/he is needed and welcomed in the organisation.

In substance, the Hawthorn Studies recognised that the organisation is social systems and that the productivity of workers is a result not out physical factors but of interpersonal ones also.

Although the Hawthorn Studies were related to workers in an industrial setting, they had influence on the management of other types of institutions.

**Mcgregor’s Theory X and Theory Y**

Without going into details, Theory X is a very pessimistic assessment of human nature that the goals of the employee and the organisation are incompatible and place major reliance upon the use of authority to control workers.

Theory Y presents a much more positive picture of people. It implies that human nature is dynamic and indicates that they have the capacity to grow and develop. It makes management responsible for creating an environment that permits the positive development of individual employees. Most people, McGregor held, have he potential to be self-motivated and mature. Some may not realise that potential; however, the management has to create a structural and controlled work environment for those employees. Theory Y had greater acceptance among management in the course of time, although there was some resistance in the beginning.
Maslow’s Hierarchy of Needs

Another theory that had considerable influence on management practices was Maslow’s Hierarchy of Needs. Maslow’s theory is based on the fact that man is perpetually wanting being and a particular need may be satisfied, but not need in general. Further, a substantially satisfied need no longer motivate the behaviour of the individual and it is the unsatisfied need that motivates man. These needs have a definite sequence of domination and can be arranged in a series of levels. Maslow postulated that all individuals have needs and these needs can be ranked in one predetermined hierarchy. He identified five levels of needs as given below, ranking from bottom up:

- Physiological needs
- Safety needs
- Social needs
- Esteem needs
- Self actualisation needs

Commenting on Maslow’s postulates of the above five steps, Armstrong holds the view as stated below:

Although Maslow’s theory does have flaws and limitations, it has been popular with managers because it provides a conceptual means of understanding motivation. By identifying an employee’s current position in the hierarchy, the manager has an indication of what motivation would be most effective to use in guiding, counseling and advising the employee to achieve better performance. The hierarchy tells managers that unfilled needs are more motivating than fulfilled needs, and it points out that the needs can never be satisfied because an individual who satisfied one need immediately begins to try to satisfy another. Managers must realize that need satisfaction is a continuous problem for organisations. Employees will never have all their needs fulfilled, regardless of how hard an organisation tries.

All these studies have been made in the context of employees functioning in US industries; they have their relevance in other contexts. Most of the behavioural patterns of employees in any type of organisation can be handled by leaders who have either innate qualities of leadership or acquired such qualities by experience.

In the next section, we shall study leadership along with two other concomitant aspects namely motivation and communication.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answer given at the end of this Unit.

7) Name the Studies related to human elements of an organisation.
15.3.2 Leadership

There is no universal definition for the term ‘Leadership’. But most of definitions have the words such as ‘influence’, ‘vision’, ‘mission’ and ‘goals’. It is generally found that an effective leader has the ability to influence others in a desired direction and thus able to determine the extent to which both individual employees and the organisation as a whole meet their goals. With a visionary zeal and mission oriented approach, leaders set goals to achieve a target. In fact, Leadership transforms organisational potential into reality.

There is a good body of literature on ‘Leadership’ and many theories have been expounded on various aspects of leadership but no final word has ever been said about what constitutes leadership which is a very complex idea.

Generally, we can attribute the following qualities to a leader:
In order to be successful, a leader must be a subject specialist with considerable background in other subjects relevant to an organisation, professionally qualified, competent, intelligent, and analytical in sorting out problems. The person should have a sense of fair play, honesty, sincerity, integrity and should be highly responsible. S/he must possess initiative, perseverance, be diligent and realistic in her/his outlook. Human relations skills are a must for a leader. In addition to these qualities, the effectiveness of leader depends upon the person’s physical appearance, self-confidence, alertness, and similar others.

An important positive characteristic of a leader is her/his style of leadership. S/he should be democratic, and invite suggestions from subordinates, through discussion, consultation and participation. The leader may take her/his own decisions but the process of taking independent decisions should not appear to contradict her/his democratic approach.

These qualities may appear to be only ideals for a leader and an organisation may not be able to get the services of such a person at its top or lower levels of management. But if an organisation should get such a leader, the organisation’s success is more than assured.

Whereas managers are appointed to hold formal positions of authority in an organisation, leaders are not appointed and they do not hold formal positions. The ideal situation, therefore, would be to look for person(s) who is/are manager-leader(s) – two-in-one.

Leadership is not confined to top level managers alone. There may be leaders at middle or lower levels who can also contribute substantially to an organisation growth and development.

Leadership behaviour ensures highly motivated employees who rely upon the leadership skills of their superiors to show them how to achieve their needs of motivation, rewards and ability to perform their allocated tasks reasonably well. Leaders resolve interpersonal differences. Formal systems are simplified and attempts are made to create a more open, reactive organisational environment. The need for leadership qualities turns more towards the ability to get people to interact. The capacity to mediate is very important, and the ability to plan and analyse feedback is emphasised. In fact, a leader should have far greater human qualities than her/his ability to contribute to the acquisition of intellectual and skills of employees.
8) What are the qualities of a leader?
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15.3.3 Motivation

Inspiring employees to work as efficiently as possible is an important task of managers in getting things done through them. A motive is a reason for doing something well. Motivation is concerned with factors that influence people to behave in a desirable fashion. The components of motivation may include among others, inspiration, direction, effort, persistence, etc.

Well-motivated people are those who have clear goals and take action that they expect will achieve those goals. There are also people who are self-motivated. The general goals of motivation for people are their aspirations to get some benefit or reward. Although goals or needs may vary or differ from individual to individual, a common aspiration of employees is to get some financial gain, a promotion, or a quality award or reward and such others. For some people working conditions to do their work with reasonable comforts may be a motive to their best. Some others are motivated by health benefits and security of their jobs.

Whatever may be the motive of people to give out their best to the organisation, motivated employees are assets to it. Motivated employees are likely to stay with the organisation and try to achieve their goals along with the goals of the organisation. They accept challenges or changes in work routines more easily than non-motivated employees. The importance of studies and research on motivation is to determine the cause of motivation, techniques and methods of influencing human behavior in the organisation for improving the quality performance of the organisation. This has to be achieved by manager-leaders of the organisation.

Self Check Exercise

Note: i) Write your answer in the space given below.
ii) Check your answer with the answers given at the end of this Unit.

9) What are the effects of motivating employees in an organisation?
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15.3.4 Communication

Various aspects of communication have also been dealt with in the first two units viz. HRM and HRP of the Block. In this Unit, the focus is on the ways the management communicate with their employees either face-to-face or on telephone or any written form. Face-to-face communication is usually in meetings, special workshops or seminars, whereas written communication is in the form of memo, office orders, instructions, or through in-house publications, newsletters, bulletins and the like. All these communication channels are important as they greatly help the process of HRD.

The figure given below illustrates the forms of communication

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Fig.15.1: Forms of Communication

15.4 MANAGEMENT APPROACH TOWARDS QUALITY

There are quite a few techniques of management towards achieving performance quality of employees of an organisation. In this Unit, four such techniques are mentioned as they contribute to the process of HRD. Two of them namely Participative Management (PM) and Total Quality Management (TQM) relate to team work and the other two, career opportunities deals with individual employees.

15.4.1 Participative Management

Participative Management (PM) has been defined as “both a philosophy and a method for managing human resources in an environment in which employees are respected and their contributions valued and utilised. From a philosophical standpoint, participative management centers on the belief that people at all levels of an organization can develop a genuine interest in its success and can do more than merely perform their assigned tasks.”

PM involves employees in sharing information, making decisions, solving problems, planning projects, and evaluating results. Those who favour greater participation base their belief that the rank and file of employees benefit from having a chance to participate in the governance of the organisation that better decisions are made with involvement and those employees get increased job satisfaction – all these lead to better performance quality. Involvement means that management allows employees to discuss with issues that affect them but
management retains the right to manage. It is primarily management-driven concept. Participation is about employees playing a greater part in the decision making process. It is therefore a concept that employees are given the opportunity to influence management decisions and to contribute to the improvement of organisational performance.

Since participative management pushes decision down to lower levels, the higher level officials need to develop their competence, expertise and experience. In the process of decision making, the participation of employees is considered from various aspects such as:

- What are the systems of participation at present?
- Are people involved in issues that affect them?
- Are they being consulted specifically when a vital decision is being taken (i.e. application of ICT)?

Participative Management being one of the human relations techniques lays emphasis on satisfying a greater proportion of people’s needs at work. It is considered conducive to high-staff morale to provide more delegation, to push decision lower down the staff hierarchy and involve staff in setting their own objectives and in evaluating their achievements. PM structures and style create conditions at work which enable staff to their potential, make greater use of their professional training and thus improve the effectiveness of the service offered.

The involvement of staff in decision making process of the organisation and having increased awareness of the organisation’s purpose, depend upon two important factors, namely, leadership and organisational style. On leadership, a number of aspects have already been discussed that in participative management the leader’s role is not diminished but it is changed in its nature.

Advantages of PM

**High Productivity:** PM assures high productivity that involvement of staff in the decision making process provides one and all good working conditions, motivation and ability to work and introduce the desired result in time. The outcome is always target oriented to meet goals and objectives of the organisation. It taps the talents, ideas, knowledge and the skills of individuals who might not otherwise be included in the decision making process.

**Superior Quality:** PM stresses that higher quality decisions that result from better practices. Decisions are found superior especially if the group is composed of individuals of different areas of expertise and a common need for a solution.

**Wider Acceptability:** Group decisions used to be more readily accepted by the group. Participative decision making is also useful for resolving differences among group members. The decisions are acceptable in all groups or individuals.

Disadvantages of PM

**Implementation** of the tough decisions taken by the management through participative decision making stalls the entire activities taking the problem from the committee to another committee.

**Group Decision Making** can be expensive in terms of staff time. A group decision normally takes more time than an executive action. In order to estimate the full cost of participative decision making the decision-making time should be multiplied by the number of persons attending the group meeting.
Lower Quality Decisions are also expected through participative decision making which is not truly effective. If superiors are present or if one member has a dominant personality, the decision of the group may in reality not be a group decision. This can have a lowering effect on group morale and of a negative factor for motivation, making for feelings of frustration and uselessness.

Self Check Exercise

Note: i) Write your answers in the space given below.

ii) Check your answers with the answers given at the end of this Unit.

10) What is participative management?

11) State the advantages and disadvantages of participative management.

15.4.2 Total Quality Management (TQM)

“TQM is an intensive, long-term effort directed at the creation and maintenance of the high standards of product quality and services expected by customers. As such, it can operate as a major influence in developing the culture and processes of the organisation. The object is significantly to increase the awareness of all employees that quality is vital to the organization’s success and their future. The business must be transformed into an entity that exists to deliver value to customers by satisfying their needs.” (Armstrong, 2004)

It is obvious from the above description of TQM is fully focused on customers. It is equally important to note that TQM is a team work and everybody involved in TQM must have a common objective. It offers an approach to an organisation to design processes, policies and jobs so that they are the best, most effective methods for serving customers’ needs, eliminating inefficiencies and assuring quality service. TQM is an important strategic management tool and also a philosophy accentuating a systematic approach with strong internal and external customer orientation. Apart from the division that is directly involved in customer services, all the back up functions and behind the scene activities also must be guided and directed by the ultimate goal of customer satisfaction.

TQM is also relevant to HRD strategic planning and operation because the knowledge and skills required for customer service have to be learnt thoroughly and executed effectively.
For libraries and information institutions, the user is the customer. User’s satisfaction is uppermost in organising every service in a library.

Self Check Exercise

Note: i) Write your answer in the space given below.
   ii) Check your answer with the answers given at the end of this Unit.

12) What is TQM?

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15.4.3 Career Opportunities

Career opportunities is discussed in this Unit mainly because it is the most important factor that determines the motivation of quality employees to stay in the organisation and offer their best to it. It is this perception of the employee that s/he has every opportunity to rise and reach higher positions in the organisation, serves as an incentive. This assurance make them acquire new knowledge and skills voluntarily, go through formal and informal training with a sense of dedication and devotion, perfect their already acquired skills and look forward to their personal growth, both in terms of financial benefit and emotional satisfaction. The best among the employees has every chance to reach the top management levels and the average employee may rise to the middle management levels. This motivating factor can never be underestimated.

In India there is the provision for such career opportunities for employees in most organisations, both in governments and private services. For library and information personnel who are functioning at universities and research organisations as well as public and private enterprises such opportunities are there. But the HRD planning and policies as discussed in this Unit may not be in existence. All the same, the provision for career opportunities itself is sufficient incentive to work efficiently and performance quality.

With pensioner benefits, gratuity and provident fund provisions, there is enough incentive for employees in most organisations to enthuse themselves to learn new knowledge and skills to give out their best to the organisation.

15.4.3 Health and Safety

Health and Safety are the most important aspects of human resources management. It is the only healthy persons and safe working conditions for them that could ever be create valuable assets of any organisation. Merely the number of persons functioning in an organisation cannot make for human resources. While some provisions are there in most organisations for medical facilities, working conditions for health safety cannot be deemed to be there in many organisations. It is only the healthy employees who could benefit from any HRD plan. Particularly with increasing use of computers in every organisation, the working
facilities do not match with prescribed standards in terms of furniture, illumination and other hazards of using the ubiquitous computers. This aspect needs a lot of attention, particularly in libraries and information institutions.

15.5 HUMAN RESOURCE DEVELOPMENT IN LIBRARIES AND INFORMATION INSTITUTIONS

All the foregoing account on the process of HRD is applicable to libraries and information institutions in India. But libraries have no independent status as they are part of their parent bodies. These parent bodies such as academic institutions (Universities, Colleges, Big Public Schools) have personnel departments who have policies for personnel management, but they do not function as HRD departments as described in this Unit. Unless there is a change towards HRD philosophy, Libraries cannot have any exclusively HRD policy and program for their staff.

We have mentioned in Unit 13, the type of library and information service professionals who may have to work in these institutions in the ensuing decades and later. To recapitulate the main points here, the professionals who may have to work in these institutions will have to be a blend of several skills:

- Subject specialisation with considerable skills to pick up;
- Knowledge in allied subjects relevant, to provide services;
- Considerable expertise in computer knowledge and skills;
- Communication abilities, both oral and written at a high level;
- Management skills to handle a complex organisation;
- Human qualities of leadership;
- Vision and perspectives to plan for the future.

As stated in Unit 13, professionals with the all-round skills will not be easily available. It is the HRD processes that must be able to build up the human resources required, filling up gaps and making a complement of staff to deal with high level professional services, expected from customers/users. The credibility of the profession and its public image must be considered important and essential.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

13) What should the nature of LIS professionals of the future libraries and information institutions?

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15.6 SUMMARY

In this Unit, we have focused on the various aspects of Human Resource Development. Several types of competencies and capabilities have to be built up to deal with professional services high quality expected or required of future libraries and information institutions. These include intellectual and human capital which could be obtained with various processes of learning.

This should be done with HRD strategic planning and operation. Learning is a continuous process. HRD processes for learning are explained in some detail in this Unit, including self learning through Internet, world wide web and intranet within the organisation. In addition to the intellectual and several other technical and technological skills, the human elements of the organisation are to be given equal attention. These include leadership qualities, motivation, communication and handling a variety of psychological and behavioral patterns. Management techniques in team work like participative management and total quality management are discussed in detail. Scope for career development, health and safety aspects in organisations are pointed out as essential to develop a strong and healthy staff who would be in fit conditions to absorb and assimilate all the HRD processes of learning and training and other aspects of human elements.

All these aspects of study of HRD are considered in relation to the future of Libraries and Information Institutions. The credibility and public image of the profession would be at stake, if these aspects are overlooked.

15.7 ANSWERS TO SELF CHECK EXERCISES

1) HRD concept is concerned with the provision in an organisation, for learning, development and training opportunities in order to improve individual, team and organisational performance. HRD is essentially a goal and target oriented activity, constantly endeavoring to update and tune its human resources to advance in knowledge and skill, to meet all the requirements of a growing organisation.

2) Strategic HRD aims to produce a coherent and comprehensive framework for developing the human resources of an organisation. Much of HRD process will be geared to providing an environment in which employees are encouraged to learn and develop. HRD activities may include traditional training programs but emphasis is much more on developing on intellectual capital and promoting organisational team and individual learning. It also deals with self-development and more particularly with all the human elements of an organisation.

3) HRD philosophy serves to work out plans and strategies not only to development of intellectual faculties of human resources, self-development but also all the human elements of an organisation.

4) The key elements of HRD is to develop the intellectual knowledge, various technical skills of the human resources and aid self-development in all its dimensions. The intellectual, knowledge and skill developments are acquired through learning, formal education, training and self-development with Internet facilities and intranets of the organisation.
5) Here learning includes all the types formal and informal learning mentioned above. The whole program of learning, training, education, etc. can be effective only on the following conditions:

- Learning, education, etc. are all very active processes. Persons undergoing these must be totally involved, dedicated and devote.

- Individuals ought to be motivated externally or self-motivated; the latter is likely to yield much better results.

- Effective learning is likely to be achieved if learners have learning goals and oriented towards their own roles in the organisation.

- Learners need a sense of direction and feedback on how they are doing. Self-motivated individuals may provide much of this by themselves, but learning facilities should still be available to encourage and help when necessary.

- Learners must have the satisfaction in what they learn. They should feel that they are gaining something which will be very useful in their work.

- Written course material should be provided in any process of learning. The course methodology should use all modern presentation methodology.

- Learning requires time to assimilate, test and acceptance. This time should be provided in the learning program.

6) “E-learning is learning or training that is delivered by electronic technology. It makes use of the internet and world wide web, and intranet within the organisation. The aim is to enhance self-learning. It extends and supplements face-to-face learning rather than replace it.”

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8) In order to be successful, a leader must be a specialist with considerable background in other subjects relevant to an organisation, professionally qualified, competent, intelligent, and analytical in sorting out problems. The person should have a sense of fair play, honesty, sincerity, integrity and should be highly responsible. S/he must possess initiative, perseverance, be diligent and realistic in her/his outlook. Human relations skills are a must for a leader. In addition to these qualities, the effectiveness of leader depends upon the person’s physical appearance, self-confidence, alertness, and similar others.

9) Motivated employees are likely to stay with the organisation and try to achieve their goals along with the goals of the organisation. The accept challenges or changes in work routines more easily than non-motivated employees. The importance of studies and research on motivation is to determine the cause of motivation, techniques and methods of influencing human behaviour in the organisation for improving the quality performance of the organisation.
10) Participative management (PM) is both a philosophy and a method for managing human resources in an environment in which employees are respected and their contributions valued and utilised. From a philosophical standpoint, participative management centers on the belief that people at all levels of an organisation can develop a genuine interest in its success and can do more than merely perform their assigned tasks.

11) The advantages of participative management are:

- More productivity
- Superior Quality
- Wider Acceptability

The disadvantages of participative management

- Implementation
- Expensive group decision making lower quality decisions

12) PM is an intensive, long-term effort directed at the creation and developing the culture and processes of the organisation. The object is significantly to increase the awareness of all employees that quality is vital maintenance of the high standards of product quality and services expected by customers. As such, it can operate as a major influence in to the organisation’s success and their future. The business must be transformed into an entity that exists to deliver value to customers by satisfying their needs.

13) The future LIS professionals should have a blend of the areas given below:

- Subject specialisation with considerable skills to pick up;
- Knowledge in allied subjects relevant to providing services;
- Considerable expertise in computer knowledge and skills;
- Communication abilities, both oral and written at a high level;
- Management skills to handle a complex organisation;
- Human qualities of leadership; and
- Vision and perspectives to plan for the future.

15.8 KEYWORDS

**Communication**: Interpersonal communication between the management and employees as well as among the employees through various mechanisms.

**E-Learning**: “E-Learning is learning or training that is delivered by electronic technology. It makes use of the Internet and World Wide Web, and intranet within the organisation. The aim is to enhance self-learning. It extends and supplements face-to-face learning rather than replace it.”

**Human Resource Development (HRD)**: A process of helping employees an organisation acquires new knowledge, skills and competence on a continuing basis.
<table>
<thead>
<tr>
<th><strong>Human Resource Management</strong></th>
<th><strong>Intellectual Capital</strong></th>
<th>Consists of the stocks and flows of knowledge available in an organisation, including many intangibles, such as goodwill, corporate image and brand.</th>
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</thead>
<tbody>
<tr>
<td><strong>Leadership</strong></td>
<td>A leader must be a subject specialist with considerable background, professionally qualified, competent, intelligent, and analytical in sorting out problems. The person should have a sense of fair play, honesty, sincerity, integrity and should be highly responsible. S/he must possess initiative, perseverance, be diligent and realistic in her/his outlook. Human relations skills are a must for a leader. In addition to these qualities, the effectiveness of leader depends upon the person’s physical appearance, self-confidence, alertness, and similar others.</td>
<td></td>
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<tr>
<td><strong>Learning</strong></td>
<td>Learning includes all the types of formal and informal learning, training, and education.</td>
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<tr>
<td><strong>Motivation</strong></td>
<td>Is the process of encouraging people to apply their efforts and abilities that will further the achievement of the organisation’s goals and objectives.</td>
<td></td>
</tr>
<tr>
<td><strong>Participative Management</strong></td>
<td>Is an intensive, long-term effort directed at the creation and developing the culture and processes of the organisation. The object is significantly to increase the awareness of all employees that quality is vital maintenance of the high standards of product quality and services expected by customers. As such, it can operate as a major influence in to the organisation’s success and their future. The business must be transformed into an entity that exists to deliver value to customers by satisfying their needs.</td>
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<tr>
<td><strong>Strategic HRD</strong></td>
<td>A skilled method of providing means mechanisms and structural elements to streamline organisational work of HRD.</td>
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<tr>
<td><strong>Theory X</strong></td>
<td>A set of assumptions about people that Mc Gregor felt were the basis for most management principles. He felt that behind every management decision, there is a set of assumptions that a manager makes about human behaviour. The theory X manager assumes that people are lazy, dislike work, want no responsibility and prefer to be closely supervised/directed coupled with job security.</td>
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<tr>
<td><strong>Theory Y</strong></td>
<td>Theory Y assumes that people do not inherently dislike work, seek responsibility, like to work, are committed to doing good work if rewards are</td>
<td></td>
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</tbody>
</table>
received for achievement and will exercise self-direction and control in their tasks if they are committed to their accomplishment.

**Total Quality Management (TQM)**

: Team work to establish and maintain quality standards in work

### 15.9 REFERENCES AND FURTHER READING


