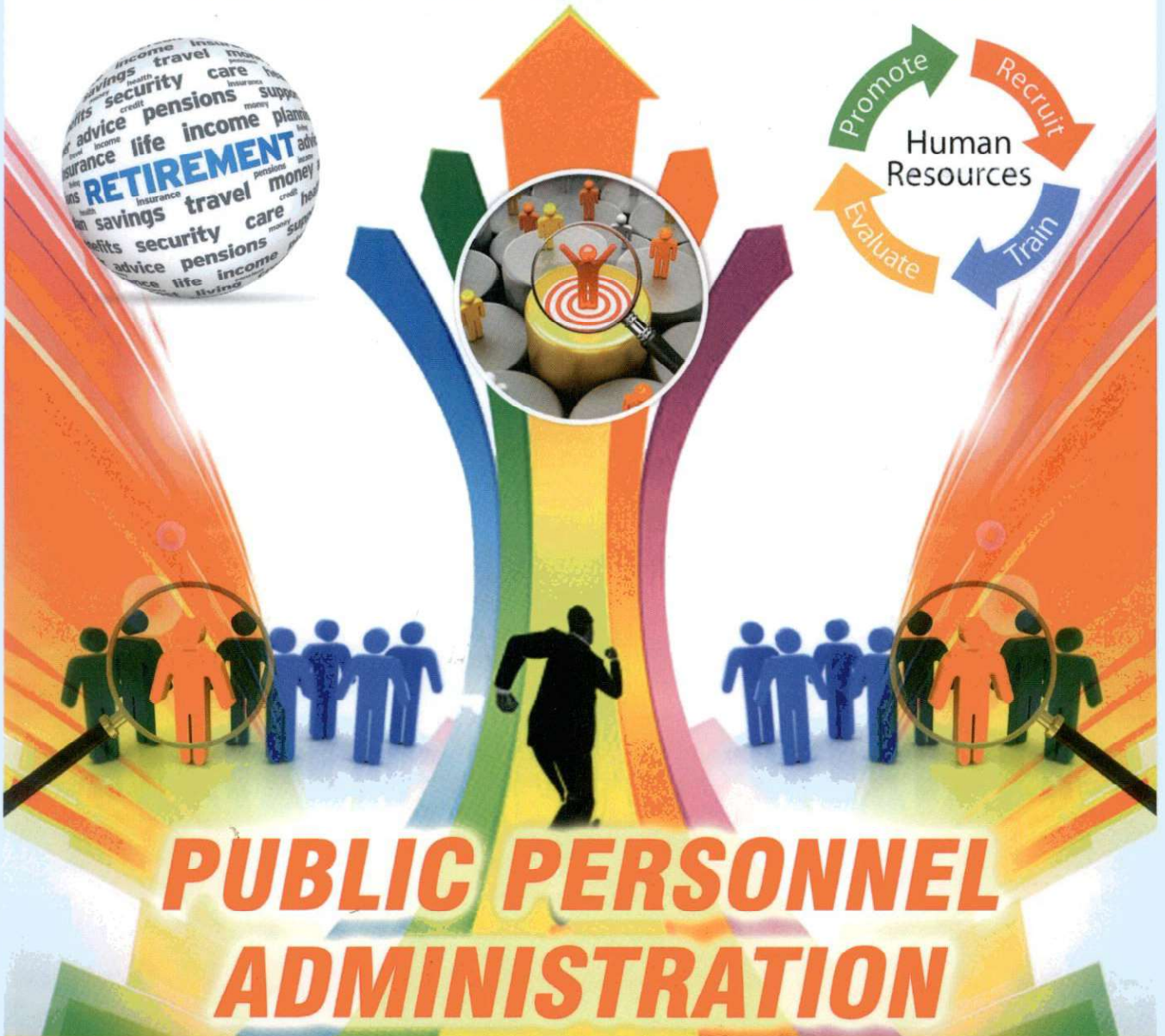




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## M.A. (FINAL ) PUBLIC ADMINISTRATION



## **PUBLIC PERSONNEL ADMINISTRATION**

**COURSE-6**

**BLOCK :1-7**





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**M.A. Public Administration**  
**(Final)**  
**COURSE - 6**  
**PUBLIC PERSONNEL ADMINISTRATION**

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<b>Units 1 to 5</b>	<b>Units 6 to 11</b>
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<b>Units 19 to 21</b>	<b>Units 22 to 25</b>

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**Registrar (Administration)**

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**M.A. Public Administration (Final)**

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**Course - 6**

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**Block - I INTRODUCTION**

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*Dear Learners,*

As students of Public Administration, you have to study Course - 1 Public Administration.

You, as a citizen of this country has certain responsibilities and duties. In order to fulfill these in an effective manner, you must have the knowledge about, how our state and government function? who are responsible to run the administration? who are the persons who guide the administration? etc. If you study this paper you will be aware how the state through its agency, government tries to achieve its goal. In order to achieve this goal, government is run by elected representatives who are not experts in any field, for example., Science or Technology. They will come to power as they are backed by Political parties and elected by the people, and they are the real rulers. They are responsible to the people, answerable to people for anything and everything that happens in administration. This administration to be effective and efficient, government needs a body of experts who are specialised in different fields. This is necessary because administration has become complex & technical. The technical and complex nature of administration can be understood and handled only by experts. So every government whatever may be the form, depends upon a body of experts who are called as Civil Servants. This body is otherwise called as personnel.

This paper intends to study the nature and role of the personnel, then how this body is organised, i.e., the problems starting from recruitment to retirement are dealt in this paper. If you study this paper you will definitely come to know the nature, importance and principles of recruitment to retirement. Not only that you will understand the problems, loopholes that exist in the Personnel's selection to retirement.

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**Professor & Chairman**

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**Public Administration**

**Karnataka State Open University Mukthagangotri,**

**Mysuru - 570 006**

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## **Block - II INTRODUCTION**

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*Dear Student,*

Block 2 has 4 units. Unit 4 explains the meaning, features, history, scope and jurisdiction of the merit system. Unit 5 deals with the Career system its meaning, importance and classification of career system is explained. Unit 6 describes the classification plan. It elaborates the meaning of Position - classification, Rank classification. It also deals with the development uses, steps and operation of classification plan. This unit also explains the classification plan found in USA, UK, France and India. Lastly Unit 7 deals with the Salary system, Factors which influence the pay policy. Finally it also describes the construction and administration of pay scales.

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## **Block - III INTRODUCTION**

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*Dear Student,*

This block consists of 4 units from 9 to 12. Unit 9 deals with the manpower planning, ingredients of man power planning and its Development. Unit 10 deals with personnel policies, formulatin and objectives. Unit 11 contains the information about the central personnel agencies. Justification for a separate personnel Departmant functions. Unit 12 contains the central personnel agency in U.K, U.S.A. and India.

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## **Block - IV INTRODUCTION**

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*Dear Student,*

Block 4 consists of 3 Units, 11, 12 and 13, Unit 11 deal with recruitment and Attraction policies as well as Recruitment process. It also deals with the basic Qualification required for Recruitment. Unit 12 deals with the methods of Recruitment viz. Recruitment from within and Recruitment from out side as well as its merits and defects. Unit 13 contains Recruitment system in India, U.K and U.S.A. Discussion is also there about the Union public Service Commission in India, British Civil Service Commission in U.K and Federal Civil Service Commission in U.S.A

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## **Block - V INTRODUCTION**

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*Dear Student,*

Block - 5 consists of four units. Unit 17 deals with Training and its Objectives, Types, Importance methods and Materials of Training. The main aim of Training is to improve the effectiveness of the work of Public Officer. Unit 18 deals with the Training arrangement in U.K., U.S.A. and India especially Higher Civil Service. Unit 19 deals with Principles of Promotion - Seniority - Merit and Efficiency bar etc. It also deals with essential features of promotion in U.K., U.S.A. and India. Unit 20 deals with Meaning and Importance of Morale. It also deals with various Theories, its Concept, Meaning, Importance and Factors to promote morale.

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## **Block - VI INTRODUCTION**

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This block consists of four units. Unit 21 deals with the employees organization and representation as well as Rights of Public Employees. Unit 22 deals about the machinery for negotiation and settlement of disputes which may arise between the employer and the employees in different countries. Explanation is also there about Whitley Council in England and staff Councils in India to decide the Disputes between the Employer and the Employees. Unit 23 deals with Public Service ethics in Democracy. It also deals with peoples participation in policy making and its implementation. Unit 24 deals with the loyalty and security of the Public employees.

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## **Block - VII INTRODUCTION**

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This block consists of four units. Unit 25 deals with Civil and Political Status of Government Employees. Discussion is also there about the concept of Civil Servic Neutrality. Unit 26 deals with Discipline and its various forms and the causes for disciplinary action. Unit 27 deals with the type of retirement and Benefits. Unit 28 deals with the Separation and Agreement



---

## **UNIT - 1 : NATURE AND IMPORTANCE OF PUBLIC PERSONNEL ADMINISTRATION**

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### **Structure**

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Nature of Public Personnel Administration
- 1.3 Characteristics of Personnel (Civil Service)
- 1.4 Functions of Personnel (Civil Service)
- 1.5 Different types of Personnel System
  - 1.5.1 Bureaucratic system
  - 1.5.2 Aristocratic system
  - 1.5.3 Democratic system
- 1.6 Importance of Personnel Administration
- 1.7 Let us Sum up
- 1.8 Key Words
- 1.9 Books for Study
- 1.10 Answers to Check Your Progress Exercise

---

## 1.0 OBJECTIVES

---

After going through this unit you will be able to:

- Understand the nature, characteristics and functions and
- Know the importance of public personnel administration

---

## 1.1 INTRODUCTION

---

Personnel move the administrative machinery. Whatever administration does to implement policies, laws, rules and regulations, is all done by human beings. Well thought out and well considered policies, plans and programmes fail to succeed; and the best organizations based on sound principles, breakdown if the available human material is not competent to manage the public affairs. Public administration is a human problem, and the quality of the available human beings determines the efficiency of the administrative system of the country. No activity of public administration can be performed without competent personnel well planned organizational structures have failed due to the inefficiency of the personnel who were running these organizations.

With the expanding activities of the state, the role and importance of personnel is also increasing when governments followed laissez-faire policy, States confined their functions only to the maintenance of law and order in the society, the role of personnel was also very much limited. But, under the impact of science and technology social problems have become complex. The result is that the activities of the state have increased tremendously. Now, the states call themselves welfare states, where in the states tries to promote the welfare of individuals from birth to death. Thus, the activities of the modern states are vast and varying. The state is everywhere and no citizen can escape the influence and impact of the state. The state reaches the citizens through the civil servants or personnel who are “trained, skilled, permanent, paid body of professional officials”.

The problems of modern society which are complex cannot be left to the care of untrained, unsalaried, illiterate and unwilling officials. The personnel system of the seventeenth and the eighteenth centuries which was based on unsalaried and untrained civil servants is not suitable to the requirements of the present times. Now, the state requires a body of skilled, trained and well educated persons to serve the state and implement its plans and programmes. The modern scientific age is also characterized by specialisation of functions and division of labour. The political executives alone cannot perform all the tasks. So, technically qualified personnel are employed for performing different jobs of administration. The complexity of administration has created the necessity of a professional class of civil servants or personnel. These expert administrators collect facts and figures, undertake research, and make plans to

satisfy the desire of the people. It has been rightly observed by Herman Finer that “personnel is the sovereign factor in Public Administration”.

In this unit, therefore we have to understand the nature, characteristics functions of personnel and forms of personnel systems.

---

## **1.2 NATURE OF PUBLIC PERSONNEL ADMINISTRATION**

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A government is a complex of organisations to look after the safety and welfare of the people. This is realized by the personnel.

The literary meaning of the term “Personnel” is a body of persons employed in Public administration or private administration. Administration is at the core of all human affairs. Its principle aspects are formulation of policy and its implementation for the attainment of stated objectives in the optimum manner. It is the systematic ordering of affairs and the calculated use of resources aimed at making the designed things to happen and forestalling everything to the country. In the words of Dr. M.P. Shams, “the employees officers or servants who fill the various positions in an organisation are collectively referred to as “Personnel” or services. Thus the term ‘Personnel’ denotes all the employees of an enterprise.

Now, let us define ‘personnel administration’, or we must know what is personnel administration? Different writers have defined personnel Administration as follows Professor Nigro opines, “Personnel administration is the art of selecting new employees and making use of old ones in such manner that the maximum quality and quantity of output and service are obtained from the working force. Professor O.G. Stahl says, “Personnel Administration is the totality of concern with the human resources of organization”. According to Tead, “Personnel Administration is the utilization of its best scientific knowledge of all kinds to the end that an organization as a whole and the individuals composing it, shall find that the corporate purpose and the individual purposes are being reconciled to the fullest possible extent, while the working together of these purposes realizes also a genuine social benefit”. Pigors and Myers defines personnel administration as “a method of developing potentialities of employees so that they get maximum satisfaction out of their work and give the best effort to the organisation”.

According to G.S. Watkins and others, “Personnel Administration is properly conserved as that phase of management which is concerned with effective utilization of human energies, intellectual and physical in the accomplishment of the purposes of an organized enterprise”.

Mr. Jucious has given a detailed definition of personnel administration as “that field of management which has to do with planning, organising, directing and controlling the functions of procuring, developing, maintaining and utilizing a labour force such that;

- a) the objectives for which the company is established are attained economically and effectively;
- b) the objectives of all levels of personnel are served to the highest possible degree;
- c) the objectives of the community are duly considered and served”.

Thus personnel administration is that branch of public administration which can help an organisation in the management of personnel resources. It uses well thought out principles, practices and rationalized techniques in selecting retaining and developing personnel for the fulfillment of organisational objectives systematically and scientifically. Personnel administration is the art and science of policy - making, planning, decision-making, organising, directing, controlling and motivating, human resources for securing, maintaining, developing, integrating, involving, human environment for the blooming of human skills and capacities in an organisation, to secure organisational and social objectives as well as employees satisfaction. Under good personnel system, the personnel in an organisation would direct action towards a common goal in a co-operative and co-ordinated fashion.

Personnel administration is systematized, specialized knowledge and technique which can help the organisations in administering their personnel for optimum performance. It is becoming complex day by day. Until and Unless, we understand all the implications of such an administration, we may not be able to reap the potential benefits of the personnel engaged in an organisation. A large number of training institutes have sprung up in all the countries at all level to impart the training in the art of personnel administration. All the organisations have set up personnel departments to administer and manage their personnel efficiently. Thus, personnel administration is a definite art which can be learnt and practised to produce pre-designed output. It is an art as it can help to direct and guide the efforts of those involved in the implementation of policies of an organisation efficiently and systematically.

**Check Your Progress – 1**

Note: 1. Use the space given below for your answer.

2. Also check your answer with the clue given at the end of the Unit.

**1. Explain the Nature of Personel Administration.**

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### 1.3 CHARACTERISTICS OF PERSONNEL (CIVIL SERVICE)

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Following are the characteristics of the modern Civil service. They are

- a) Civil Service consists of a Professional class of officials who are trained, skilled, permanent and paid.
- b) Civil service are hierarchically organized. There is a well ordered system of superior-subordinate relationship, in which there is supervision of the lower officials by the higher ones.
- c) neutrality in politics is another characteristic of the civil service.
- d) Anonymity is also another feature.
- e) Impartially rendering service is another characteristic of the modern civil service. This means civil servants have to apply the laws of the state without showing any favour or preference to any group or section of society.
- f) Finally, public accountability is one more important characteristic of the civil service.

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### 1.4 FUNCTIONS OF CIVIL SERVICE

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The main function of civil servants is to administer the law of the land, second, higher civil service exercise great influence over its political heads in matters of policy formulation, legislation and taxation. Third, civil servants provide expert advice, facts and data without which law making in modern times is impracticable. Fourth, regarding the finance, the civil servants not only prepare the Budget, but also influence the taxation and expenditure policy of the government to a great extent. Fifth, civil servants run the Departments and exercise a great influence on the policy decision of the ministers who seldom have the time or knowledge or skill or formulate the policy unaided. Finally Civil servants also interpret the statutes of the legislature and many times called upon to make rules and regulations under the statute of the Parliament, which is known as delegated legislation. Thus civil Service or personnel are very necessary, that is why they are called the backbone of the administration.

#### Check Your Progress – 2

- Note:**
- 1. Use the space given below for your answer.
  - 2. Also check your answer with the clue given at the end of the Unit.

**1. What are the characteristics and functions of Civil Service.**

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**1.5 DIFFERENT TYPES OF PERSONNEL SYSTEM**

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Professor A.R. Thyagi points out that there are three main types of Personnel systems, namely Bureaucratic, Aristocratic and Democratic

**1.5.1 Bureaucratic System**

This is a system of personnel administration under which all that employees are organized into a hierarchy of officers, each with a well defined sphere of duties and responsibilities. This is done in order to minimize chances of personal considerations in the performance of public duties and to increase efficiency. Max Weber, an eminent German sociologist describes it as, “a system of administration characterized by expertness, impartiality and the absence of humanity”. Conceived in this sense, bureaucracy is a feature of all large scale undertakings public or private.

Its main features are

- a. technical specialization
- b. hierarchical organization
- c. The legal frame work which means all its functions and activities follow well defined procedures, rules and regulations and
- d. Political neutrality

**1.5.2 Aristocratic System**

This personnel system which began and developed in England has been adopted by India, France and other Western democratic countries. This system has its roots in the 18th century aristocratic democracy of England.

The main distinguishing feature of the system is that there is a sharp distinction made between the different grades of personnel and promotion etc of this higher class are not subject to the civil service

rules but depend upon the discretion of the chief executive. Third, this class of civil servants are recruited through competitive examination of a very high standard. Fourth, another important feature is that public service is sought to be made a permanent career, which is usually called 'professionalism' in public administration.

The main advantages of the system are

- a) combines the principle of representative government with that of efficiency;
- b) possesses the services of trained and experienced statesmen.

Therefore, this system is adopted by all the 'dominions of England, and other democratic countries of the world, but not USA.

This personnel system has its own defects. The chief criticism of this system is that it is undemocratic in as much as it creates a class rather than a representative civil service. Second, also creates a class of conservative minded administrators who are reluctant to execute radical reforms in the country. Third criticism of the system is directed towards the low age limit. Lastly, it closes the door to lower grade employees. This is against democratic principle.

#### **1.5.4 Democratic System**

This system is very familiar in the United States of America. It is called the democratic system, because it is based upon democratic principles, namely 'no one person has any more intrinsic right to official station than another', as President Jackson had opined.

Important features of this system are,

- a. persons all along their life may end public services,
- b. no class division in the services and no restrictions on promotion from one class to another.
- c. at the time of entry to the service specialisation is required.
- d. Public service is not a life career

The greatest advantage of the system is that it is based upon the democratic principle. It is based on merit system rather than birth or wealth. It provides equal opportunity to all, merit being the sole determining factor. It also provides incentive through the adoption of the unrestricted system of promotions. Lastly, there being no age restriction, it provides a larger scope of selecting the public personnel with more capability.

But it has its defects. The greatest defect of this system is the emphasis on the technical side of public administration. and another defect is that this system does not encourage young men to accept public service as a life career.

### **Check Your Progress - 3**

**Note :** 1) Use the space given below for your answer.

2) Also check your answer with the clue given at the end of the Unit.

#### **1. What are the different types of Personnel System?**

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### **1.6 IMPORTANCE OF PERSONNEL ADMINISTRATION**

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The efficiency of public Administration mainly depends upon the nature of personnel. If management means getting results through people, then management is nothing more than personnel administration says Paul H. Appleby. It is said that personnel or the concept of people who work in an organisation constitutes the cornerstone of management. Since, the personnel is the backbone of public administration we should study in to analyse problems and can suggest remedies, Dr. Herman Finer rightly remarks, 'Personnel is Sovereign'. If men and women are competent enough, they can give life even to inexact, confused and rough-hewn demarcations that is, why personnel is the sovereign factor in public administration. Further, he observes: 'though the President, the Parliament, the Cabinet may reign, the Civil service governs.

The Problems of modern government are too complex to be handled by untrained and amateur politicians. Hence, the personnel is bound to play its crucial role in the administration. Ramsay Muir, has rightly remarked that the majority of legislative proposals are nominally the work of Parliament, but really the work of bureaucracy. Herbert Morrison called bureaucracy as the price of parliamentary democracy.

In recent years, there has been steady growth of public service in various countries. In America there were 2,840,000 public employees in the federal government in 1974/(O.G Stahl p.14). As regards India, according to the Second pay Commission Report, the number of central government employees on April 1, 1948 was 14,45,050. In 1971, its strength increased to 29.82 lakhs, and in 1984, the strength of civil service increased to 37.84 lakhs. (Avasthi & Maheshwari Public Administration, Page 212-213). The increasing trend of personnel administration.



In recent years, there has been steady growth of public service of many countries, such as increasing powers in the hands of civil service. Shift from negative work to positive work, change in the traditional concept of civil service neutrality, controversy between the generalists and the specialists administrators, and increasing emphasis on integrity in administration. A dynamic personnel administration should study these trends and devise means to cope with the problems created by these trends. Here, lies the importance of personnel in administration.

### **Check Your Progress – 1**

**Note:** 1. Use the space given below for your answer.

2. Also check your answer with the clue given at the end of the Unit.

#### **1. Explain the importance of Personnel?**

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### **1.7 LET US SUM UP**

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In this unit, an effort has been made to explain in detail, the nature of public personnel administration with the characteristics, functions of civil service and different types of personnel. Also it explains the importance of personnel in the modern society.

---

### **1.8 KEY WORDS**

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Optimum	- best condition
Forestalling	- anticipate
anonymity	- state of being unknown
Neutrality	- impartial
Committed	- pledge
Personnel	- A body of officials
Tremendous	- great

Sovereign	- important, powerful
Potential	- capable
Hierarchical	- ladder type
Amateur	- unskilled

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## 1.9 BOOK FOR STUDY

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- |                            |   |  |
|----------------------------|---|--|
| 1. O. Glenn Stahl          | : | <i>Public Personnel Administration</i> |
| 2. A.R. THAGI              | : | <i>Public Administration</i>           |
| 3. Avasthi & Maheswari     | : | <i>Public Administration</i>           |
| 4. S.L.Goel                | : | <i>Public Personnel Administration</i> |
| 5. F.A.Nigro and L.G.Nigro | : | <i>Modern Public Administration</i>    |
| 6. C.P.Bhambhri            | : | <i>Public Administration</i>           |

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## 1.10 ANSWERS TO CHECK YOUR PROGRESS EXERCISE

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### Check your progress – 1

1. See Section – 1.2

### Check your progress – 2

1. See Section – 1.3 & 1.4

### Check your Progress – 3

1. See Section – 1.5 & its subsections.

### Check your Progress – 4

1. See Section 1.6



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## **UNIT - 2 : SCOPE OF PUBLIC PERSONNEL ADMINISTRATION, PERSONNEL, ADMINISTRATION AS A PROFESSION**

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### **Structure**

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Scope of Public Personnel Administration
- 2.3 personnel administration as a Profession
- 2.4 Let us Sum up
- 2.5 Key Words
- 2.6 Books for Study
- 2.7 Answers to Check Your Progress Exercises

---

## **2.0 OBJECTIVES**

---

After going through this unit you will be able to:

- Know the Scope of Public Personnel Administration
- To understand Public Personnel Administration as a profession

---

## **2.1 INTRODUCTION**

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Personnel Administration is now recognized as a well established academic discipline. Personnel move the administrative machinery, that is why it has been rightly said that human rather than capital is the key to development. The quality of the institutions seen by the government would be dependent to a great extent upon the quality of the employees engaged in their operation. Personnel is an organization are an independent variable in the sense that even the contribution of money and material to performance depends substantially upon their manipulation by men in an organisation. Hence, in this unit we are studying the scope of public personnel administration, and also, how it has developed as a profession.

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## **2.2 SCOPE OF PUBLIC PERSONNEL ADMINISTRATION**

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The Scope of Personnel Administration is becoming diversified as the number of personnel is increasing in magnitude and complexity. Due to the following reasons the scope of public personnel administration has increased they are,

### **a. Personnel Functions**

Personnel administration has to concentrate on various aspects like recruitment, training, promotion conditions of service, employees welfare, employees/employer relations. Recently, there has been interest in the process of morale and motivation to enhance the efficiency of personnel.

### **b. Environmental Linkage**

Personnel administration has to develop links with immediate, intermediate and external environment to make itself effective and efficient. In this context, the most important is the link with the political elite without whose direction the personnel administration cannot function.

### **c. Constitutional Provisions and Executive orders.**

Personnel administration has to function in accordance with the constitutional provisions and executive orders. Therefore, there is a need to understand the provisions in the Constitution to understand the scope and limitations of authorities to deal with the personnel issues and problems. Since, there is an

independent judiciary to deal with various personnel issues, so there is also need to understand the role of judiciary vis-a-vis personnel administration.

#### **d. Personnel Associations or Unions**

The employees unite in the form of unions or associations to get their genuine grievances removed. Many of these associations/unions are legally recognized. Therefore, there is a need to know their role in personnel administration.

#### **e. Responsibility to legislature through the Executive**

We have to study the role of parliamentary institutions like Ombudsman, Parliamentary Committees, Lokpal, Lok Ayukt to understand the relationship between personnel administration and the beneficiaries or people at large. In addition, we have to study the responsibility of personnel administration to the legislature through the ministers or the legislative committees.

Summing up, we can say the personnel administration implies proper planning for work, selection, placement and training of employees so selected and distribution and assignment of work among them. It includes supervision, conduct and discipline, motivation, communication and welfare, grievance settlement, terms of employment etc. it also deals with all other auxiliary functions starting from recruitment to retirement. Personnel administration functions are comprehensive and cover the entire work career of the employees vis-a-vis the organisation. This function is universal and is useful for all organisation whether government, industry, hospital, universities or even private institutions. That is why it is now recognized as a well established academic discipline.

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### **2.3 PERSONNEL ADMINISTRATION AS A PROFESSION**

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The Characteristics or attributes of a Profession are the following: A corpus of knowledge, social responsibility, prolonged training and education before practice, code of conduct and the development of professional bodies. Personnel administration to-day has developed into a profession in the context of industrial and commercial enterprises. It has not developed as a profession within the machinery of government as we still believe that any executive in the administrative hierarchy can manage these functions. Personnel administration is not a profession for the following reasons,

- a. Lack of special training to personnel officers,
- b. Lack of Personnel system and personnel policy resulting in confusion to personnel offers.
- c. Low position of personnel officers in the organisation and
- d. A poor self-image of personnel officers.

However, the feeling is gaining ground in the government that there should be human resources experts well versed in the diverse aspects of personnel administration. It is being realized that such personnel specialists can contribute meaningfully to their organisations and administer personnel departments effectively. The progress achieved so far has been limited. It needs to be speeded up with the help of well equipped training institutes and universities.

**Check Your Progress – 1**

- Note:** 1. Use the space given below for your answer.  
2. Also check your answer with the clue given at the end of the Unit.

**1. Explain the scope of Public Personnel Administration.**

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**2. Whether Public Personnel Administration can be considered as a profession?**

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**2.4 LET US SUM UP**

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In this Unit, there is an effort to understand the scope of public personnel administration and also to know, whether public personnel administration is being treated as a profession or not.

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**2.5 KEY WORDS**

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- |           |   |          |
|-----------|---|----------|
| Capital   | - | money    |
| Diversity | - | vary     |
| Magnitude | - | big size |

- Elite - best known civil servants
- Vis-a-vis - in relation to
- Ombudsman - an institution appointed in France to solve and give relief to the personnel problems

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## **2.6 BOOK FOR STUDY**

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1. S.L.Goel : *Public Personnel Administration*
2. O.G.Stahl : *Public Personnel Administration*

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## **2.7 ANSWERS TO CHECK YOUR PROGRESS EXERCISE**

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### **Check your progress – 1**

1. See Section – 1.3
2. See Section - 1.



## NOTES

Dotted lines for writing notes.

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## **UNIT - 3 : FACTORS INFLUENCING PUBLIC PERSONNEL FUNCTIONS / ADMINISTRATION**

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### **Structure**

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Factors Influencing Personnel Functions
  - 3.2.1 Expansion of Modern Government
  - 3.2.2 Impact of Technology
  - 3.2.3 Politics and Patronage
  - 3.2.4 Recognition and Prestige
  - 3.2.5 Political Leadership
  - 3.2.6 Working Conditions
  - 3.2.7 Special Interest Groups
  - 3.2.8 Attitude of the Citizens
- 3.3 Let us Sum up
- 3.4 Key Words
- 3.5 Books for Study
- 3.6 Answers to Check Your Progress Exercises

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### **3.0 OBJECTIVES**

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After going through this unit you will be able to:

- Understand the internal and external factors which influence the personnel functions.

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### **3.1 INTRODUCTION**

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Personnel system must be in consonance with the internal and external environment. Sir Jan Bancroft in his Article "The Civil Service in the 1980's has said, 'Changes do not occur in a vacuum. They occur because of a perceived need for change either internal to the organisation or from without'.

'Bureaucracy or Civil Service consisting of individuals is like other individuals every much influenced by the socio-cultural and political environment in which it operates. Constant interaction with the internal and external environment make a great impact on the functioning of the bureaucracy and the together with their orientation defines their behaviour and role' says D.P. Warwick.

Therefore, there is great need to understand the ecological factors which impinge upon the performance of the personnel administration. It should not be understood that the ecological factors in any way limit the performance of personnel administration, but their understanding would help the personnel responsible for administration to take the necessary changes in the policies and plans of personnel administration or to modify the ecology to ensure best results.

As it is with the human side of management and in view of the large portion of almost everyone's life spent in a work situation, the personnel function is in a central role in the processes and problems of civilization. As we have noted already it supplies a major linkage of an organization with its environment and this is especially true when the organization is a public agency serving all citizens. Personnel administration is greatly influenced by the society as a whole, and it must be responsible to those impacts and in turn it may exercise a profound effect on the operations of Society.

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### **3.2 FACTORS INFLUENCING PERSONNEL FUNCTIONS**

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Thus personnel administration is susceptible to various influences, both from outside and inside. Let us examine these influences. The most pervasive influence on public personnel functions in modern times has been the expansion of government. There are other factors also, which we study one by one.

#### **3.2.1 Expansion of Modern Government**

Expansion of modern government everywhere affecting principally the scope and magnitude of public employment and contributing therefore to its complexity and dynamism, says O.G Stahl.

It is a fact that there is a tendency to accept government employment as an enormous balance wheel and a model in the economy. To some extent this is unavoidable, but the effect of this tendency on the effectiveness of public policy is greater. In this milieu the view of the government as an overwhelmingly important employer, entitled to acquire the ablest personnel it can attract, so that the objectives and ideals of the government will be implemented effectively.

In an era of big government and welfarism, the role of personnel is crucial and important. Personnel or the 'Man-power' is well recognised both as an economic and social resource. To meet the challenges of the modern government, which are big and welfare government, the society requires the personnel which is well-trained, efficient and honest, professional, technical and skilled man power is the need of the hour.

Therefore, there is a need to design properly structured personnel departments staffed by competent personnel.

### **3.2.2 Impact of Technology**

We are aware of the fact that state has acquired an unprecedented array of technical functions. We have also observed the expanding range of occupation embraced as a result of which the influence of a technological age runs still deeper.

Due to ever increasing skills with the acquisition of higher education, persons with such qualification tend to have shorter careers, i.e., they become more mobile. Professionals especially think that they need not be attached to any one employer, but to look for better ones. They are more likely to look upon employment in the civil service i.e, government as an interlude rather than an exclusive career.

Government agencies still imbued with the ideal of arranging competent people in their youth and holding them for life long career. This approach is to be revised. O.G. Stahl says, "Personnel system must make accommodation to the 'in and out' type of career". He further says, that policies which accept and encourage entry at all levels and departures for long periods with no loss of privileges are the order of the day. Actually this situation has been a blessing in disguise for it helps to keep a bureaucracy in touch with the society it is supposed to serve in a way in which corps of civil servants insulated for life from other pursuits can rarely achieve. But personnel administrators must be prepared with new flexibilities in recruitment in pay in tenure and in retirement provisions.

Another effect of growing technology is on in service training. Infact, it has been the single strongest influence in training's coming of age. Government spend lot of money on its employees and expects efficiency from them. But it is a different story. Many professionals, particularly scientists who think that they need special privileges have spent more time seeking further aggradation of their status than in doing their jobs.

Infact, the age of technology imposes obligations as well as prestige upon the scientists in government. Scientists are also part of public service who have special responsibilities and who must rise above their specialisation and must discharge their duties efficiently and they must show their loyalties to the public objectives and programmes. Whatever may be the influence of technology has its own effect on administration which is very great.

### **3.2.3 Politics and Patronage**

Even after the adoption of the merit system, 'Politics and Patronage' are introducing into the personnel administration. Important posts of the American Public Service are still filled following the philosophy of 'spoils system', or according to the principle Americans believe, they need the jobs to ensure responsibility. In the same way even in other countries may not be spoils system, but political patronage are introducing into the personnel administration. At the time of recruitment postings, promotions, the role of the politicians could be seen. Therefore, the effects of political patronage are more serious on administration.

The success of personnel administration depends upon the quality of its constituents, i.e., the ability, intelligence and competence of personnel appointed in any organisation. But government jobs are hardly compatible with the ideals of competency and impartiality where the inspection exists, it thrives not only at the point of entrance, but in every aspect of personnel movement, utilization and reward. A career supervisor who gained his post on merit can have no discipline over politically appointed subordinates.

Related to this, Legislators also misuse their power over appropriations or sub-ordinate legislation which are beyond their rightful jurisdiction. O.G.Stahl points out that, "in an effort to please a constituent or satisfy his own whims, a legislator may try to influence an appointment or promotion or interfere with a proposed separation". If this phenomenon continued (we know it is) personnel administration will be highly politicized and the competent and efficient employees may not work properly.

Above these, if the patronage system continues, the classical characteristics of the civil service namely, anonymity, neutrality and integrity will vanish. The administrative Reforms Commission in India also has consistently adhered to this view that the service should not be politicized. In this way, the personnel functions are affected to a great extent due to politics and patronage factors.

### **3.2.4 Recognition and Prestige**

Recognition and reward for the outstanding service will go a long way in influencing public personnel function. when the employees get due recognition for their work they will develop the team spirit and a sense of involvement. Infact, the ARC rightly recommended "to motivate the average employee

to take more interest in his work. It said that recognition of outstanding work should be done by means of commendatory certificates and incentive awards. The ARC further recommended that "an exemplary or special achievement by an employee may be recognized by grant of medals as is practised at present in the police department. (ARC Report on Personnel Administration P 112). On America National Civil Service League, the Rock-Feller Foundation and other Public Spirited organisations actually recognize outstanding civil servants with significant awards.

Prestige is also a very important factor in the field of administration. A healthy public service is characterised by a high prestige and a high morale. Prestige means the attribution of social appreciation which may attach to a person a group or an institution. In recent years, public service has been considered as the prestigious service in most countries of the world. The Second Hoover Commission in America has stressed the need to enhance the prestige of the public employment as the best insurance for attracting high quality manpower. It is the duty of the government and people to inculcate a sense of pride in the public service which is the end of the whole personnel system from recruitment to retirement. Otherwise it has its own effect on personnel function.

### **3.2.5 Political Leadership**

We know that there is a close relationship between policy and administration. The power of career bureaucrats over policy making is less compared with political executives. Politically elected executives must give leadership to and make use of the bureaucracy. This is part of the machinery of responsiveness and accountability. It is to be sharply distinguished from patronage practices. The proper use of the public service is a reward form them. But it creates another strong tug on the arm of the personnel function.

A charismatic leader who is endowed with exemplary character and prodigious heroism will inspire the bureaucracy to carry out public functions efficiently and promptly. To-day, we are in need of charismatic leaders like Jawarlal Nehru, Mao, Nasser and Ho-Chi-Minh, Further, as O.G.Stahl rightly remarks, personnel should develop an attitude of responsiveness to political leadership without sacrificing professional integrity. He also says, "independent mindedness must also be in delicate balance with loyalty to superior officers". The Civil servant need not be afraid of his political boss while giving advice and he must state his case emphatically when we think that his boss is wrong. Even if the political leadership is changed, the civil servants should not surrender their courage, neutrality and honesty. Thus both political leaders and public servants must recognise their respective roles on the basis of mutual respect and understanding. This will ensure a sound personnel system. The Civil service should not collapse by falling prey to political opportunism, but carry out the public functions promptly and efficiently.

### **3.2.6 Working Conditions**

Working Conditions in any organisation certainly influence the personnel function to a very great extent. Security of Job reasonable opportunity for promotion, attractive salary, good office with facilities and retirement benefits are very important not only to attract the best talent but also to develop morale among the employees. If personnel are adequately paid, made to feel secure, offered enough promotional opportunities and protected from victimization, they cannot be expected to display necessary rectitude in running the administration.

### **3.2.7 Role of Special Interest Groups.**

As in the case of other governmental activities, the public personnel has its own special interest groups. Unfortunately, these groups are not so influential as to present a united front of substantial power in support of sound administration. Even in America it is so.

Even employee unions rarely concentrate their energies to support sound administration. Their chief orientation being towards gaining improved conditions for their membership, with or without regard to the public interest. Occasionally, in a crisis, their services can be counted on to defend the merit system, but few of the great advances in personnel administration can be ascribed to their initiative. For example established norms for technically sound personnel operations. That does not mean organisations are not necessary. They are needed to foster the welfare of government employees. According to O.G. Stahl, "rather it is simply to say that there is ordinarily no special interest group in any jurisdiction doing battle in the legislative halls continuously bring about better, more imaginative, more creative personnel management. There are efforts to improve the efficiency of personnel by interest groups.

In fact, interest groups can play a great role to motivate employees like lobbying for new or policy. New law or policy can be strongly advocated by interest groups only if it promises to save money or if the law ensures benefits for some public employees (Concerning women or minorities)

But, only few influential voices speak out for the interests of the public in general, namely for high quality performance and management in government services. Government employees have no powerful interest groups among the general citizens actively pressing for such measures as improved recruitment, more adequate research facilities or broader training and educational programmes. Initiative of such measures almost invariably must come from within the bureaucracy. Thus the absence of special interest groups to motivate the excellence of the personnel has its own influence on personnel functions.

### **3.2.8 Attitude of the Public**

No analysis of environmental influences is complete without some discussion of the susceptibility of the civil service to mercurial public attitude towards it. The prestige of public services are definitely influenced as much external factor as they are to internal behaviour.

Administration is never something apart from people and their needs; rather it is the means by which these needs are met and the administrator who thinks of his organisation as something apart from the community will fail to recognise significant problems of the citizens and the administration will not be in a position to deliver the goods.

While democratic responsiveness requires considerable attention to methods for citizen participation, open hearings and free inquiry by the news media, like all good things such procedures can be pressed to the point of absurdity. When performed without regard to the need for careful technical analysis and reflection, with too much insistence on current and continuous disclosure and on decision making before citizen observes the consequences of this pre occupation generally approach to administration, killing the initiative and innovation and in the long run a subversion of the benefits of a more rational openness in managing the public weal.

Another effect of over pressure by the citizens to resort to courts, has resulted in restraining executive agencies. Too much influence from the judiciary in administrative matters may also kill the initiative of the civil services.

Infact, instead of killing the initiative by criticizing negatively positive approach is needed by the citizens. It is true over the years, thoughtful leaders in business, education and politics have spoken up to give the public service its due, by recognizing outstanding civil services with significant awards. Professional associations and other groups often honour public employees for achievements in the service of the society.

At the same time, the civil service must know, that it is a fact of life to which the public employees must be alert, make efforts to eliminate the flaws in the service and show its qualities and effectiveness without inhibition. If the citizens grievances are allowed to mount up, the dissatisfaction with the administration may add to existing social unrest and tensions, as we see in India. The phenomenon of growing social discontent which erupts into frequent acts of violence finds substance in the citizens frustration with the administration, therefore, citizens faith in administration should be reinforced by the service with their quality of administration. This is important both for political stability and preservation of the social fabric. Thus it can be siad, the attitude of the public on administration has its own effect on personnel functions.



Thus the range of influences upon personnel function is obviously broad and penetrating. Its impact on society is, in turn, equally impressive. The role and functions of the civil service varies from country to country depending on its political system, social and economic factors.

**Check Your Progress – I**

**Note:** 1. Use the space given below for your answer.

2. Also check your answer with the clue given at the end of the Unit.

**1. How expansion of the government influences the personnel functions ?**

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**2. Which the other factors influence the personnel functions? Write briefly.**

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**3.3 Let us Sum up**

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In this unit you can find a detailed discussion about the internal and external factors which influence the personnel functions in any country. These factors vary according to the political system of that country apart from socio-economic factors. In case these factors are taken into consideration in a positive sense by the civil service and if the civil service tries to eliminate the flaws and show efficiency and effectiveness, then definitely, not only there will be stability in administration but also development for which the personnel will be praised and rewarded.

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**3.4 KEY WORDS**

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- Impinge - Strike against  
Profound - great insight

Milieu	-	era (period)
Rectitude	-	moral uprightness
Imbued	-	inspire
Pursuit	-	Pursuing
Aggrandizement	-	increase in power or rank
Intrude	-	force upon
Compatible	-	agreeable
Adhere	-	stick to
Weal	-	welfare
Prodigious	-	enormous
Array	-	arrange, adorn
Consistently	-	uniform in thought or action
Mercurial	-	active

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### 3.5 BOOKS FOR STUDY

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- |                        |   |  |
|------------------------|---|--|
| 1. S.L.Goel            | : | <i>Public Personnel Administration</i> |
| 2. O.G.Stahl           | : | <i>Public Personnel Administration</i> |
| 1. C.P.Bhambri         | : | <i>Public Administration</i>           |
| 2. Avasthi & Maheswari | : | <i>Public Administration</i>           |

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### 2.7 ANSWERS TO CHECK YOUR PROGRESS EXERCISE

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#### Check your progress – 1

1. See subsection 3.2.1
2. See subsections 3.2.2 & others

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**UNIT – 4 : HUMAN RESOURCES DEVELOPMENT AND MANAGEMENT**

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**Structure**

- 4.0 Objectives
- 4.1 Introduction
- 4.2 Meaning, Nature and characteristics of Human Resources
- 4.3 Concept of Human Resources Development (H.R.D)
  - 4.3.1 Meaning, Scope and significance of H.R.D
  - 4.3.2 Need for H.R.D
  - 4.3.3 Objectives of H.R.D
  - 4.3.4 Functions of H.R.D
- 4.4 Human Resources Management (H.R.M)
  - 4.4.1 Meaning, Scope and Importance of H.R.M
  - 4.4.2 Obejctives of H.R.M
  - 4.4.3 Functions of H.R.M
- 4.5 To Sum Up
- 4.6 Key words
- 4.7 Some useful books for reference
- 4.8 Answers to Check Your Progress

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#### **4.0 OBJECTIVES**

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The object of this unit is to explain the meaning scope, importance and functions of Human Resources Development and Human Resources Management. After going through this unit you should be able to:

- Explain the meaning, Nature and Features of Human Resources.
- Discuss the meaning, Scope, Significance of H.R.D
- Explain the functions of H.R.D
- Explain the meaning, Scope and importance of H.R.M
- Discuss the objectives and functions of H.R.M

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#### **4.1 INTRODUCTION**

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It is the recognition, in recent times of the fact that the human beings are the most important element in the organisation. As Prof, Chande has said, "In a very significant sense, the identity of every organization is lodged in its professional staff members, stock holders or citizens may control the organization but they cannot do it, the staff is the organization. It is by developing the efficiency, integrity and intelligence of its personnel that the organizations grow into living dynamic enterprises. H.R.D is an effort to develop capabilities and competence among employees as well as to create an organizational environment conducive to the employees development.

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#### **4.2 MEANING, NATURE AND CHARACTERISTICS OF HUMAN RESOURCES.**

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The Human Resources refers to "the total knowledge, skills, creative abilities, talents and aptitudes of an organizations work force, as well as the value, attitudes and beliefs of the individuals involved". The term human resource can also be explained in the sense that it is a resource like any natural resource. The people with required skills to make an organization are generally referred to as human resources.

People in any organization manifest themselves, not only through individual sections but also through group interactions. When individuals came to their workplace, they come not only with technical skills, knowledge etc, but also with their personal feelings, perception, desires, motives, attitudes values etc. Therefore, employee management in an organization is the management of technical skills and other factors of the human resources.

##### **Features of Characteristics**

- 1) A close observation of employees reveals that they are complex beings, i.e economic, physiological, Psychological, Sociological and ethical beings. Thus human resources is a complex dynamism.

- Employees enter the organization with their values, sentiments aptitudes etc.
- 2) The competencies of human resources are developed through H.R.D programmes
  - 3) Employee's back ground, expectations, values vary from person to person. Therefore each employee should be managed differently based on different principles / approach.
  - 4) The value of human resources increases over the time due to continuous learning process unlike other resources.

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### **4.3 THE CONCEPT OF HUMAN RESOURCES DEVELOPMENT**

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Human Resource Development (HRD) is a multifaced concept. It implies the harnessing of the available manpower in a society for not only achieving greatest productivity but also maximum utilization. Under H.R.D approach, the term 'resources' means that individuals within a given organization are resources, not problems. The term 'development' connotes nurturing aspect of these resources. The see bed of these 'resources' and 'development' is the human being. He is the 'king-pin' in the entire developmental spectrum not only as producer of goods and services but also as their consumer in the ultimate analysis. H.R.D this becomes an agent of change of economic growth of a nation. It leads to technological transformation of society.

#### **4.3.1 Meaning, Scope and significance of H.R.D**

The concept of H.R.D was formally introduced by Leaonard Nadler in 1969 in a conference organized by the American Society of Training and development. Leonard Nadler defines H.R.D as "those learning experiences which are organised for a specific time and designed to about the possibility of behavioural change".

T. Venkateswara Rao defines H.R.D in organizational context as a process by which the employees of an organization are helped in a continuous planned way, to acquire of sharpen capabilities required to perform various functions associated with their present or expected future roles; to develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and / or organizational development purposes; and to develop an organizational culture in which supervisor-subordinate relation ships, team work and collaboration among the sub-units are strong enough to contribute to the professional well-being, motivation and pride of employees'.

Thus, HRD is a process in which the employees of an organization are helped or motivated to acquire and develop technical, managerial and behaviour knowledge, skills and abilities and mould the values, beliefs and attitudes necessary to perform present and future roles by realizing the highest human potential with a view to contribute positively to the organizational, group, individual and social goals,

### **Features of H.R.D**

From the above definitions, we can infer the features of HRD as follows:

- 1) HRD is a systematic and planned approach for the development of individuals in order to achieve organizational, group and individual goals.
- 2) It is a continuous process for the development of technical, managerial, behavioral and conceptual skills and knowledge.
- 3) H.R.D develops skills and knowledge not only at the individual level, but also at dyadic level, group level and organizational level.
- 4) H.R.D is embodied with techniques and process. H.R.D techniques include training, management development, performance appraisals, career planning and development, organization and development, counseling, social and religious programmes employee improvement, workers participation etc.

### **Three things are important in H.R.D.**

- 1) to find ways to better adjust the individuals to his job and environment.
- 2) the greatest involvement of the employee in various aspects of his work and
- 3) the greatest concern form enhancing the capabilities of the individual.

### **SCOPE OF H.R.D**

The H.R.D deals with development of human resources for efficient utilization of these resources in order to achieve the individual, group and organizational goals. The scope of H.R.D includes:

- 1) Recruiting the employees with the dimensions and possibilities for developing human resources.
- 2) Selecting those employees having potentialities for development to meet the present and future organizational needs
- 3) analyzing, appraising and developing performance of employees as individuals, members of a group and organizations with a view to develop them by identifying the gaps in skills and knowledge
- 4) Help the employees to barn from their superiors through performance consultations, performance counseling and performance interviews.
- 5) Train all the employees in acquiring new technical skills and knowledge.
- 6) Develop the employees in managerial and behavioral skills and knowledge.
- 7) Planning for employees career and introducing developmental programmes.
- 8) Planning for succession and develop the employees
- 9) Changing the employees behaviour through organization development.
- 10) Employee learning through group dynamics, intra and inter team interaction.

- 11) Learning through social and religious interactions and programmes
- 12) Learning through job rotation, job enrichment and empowerment.
- 13) Learning through quality circles and schemes of workers participation in the management.

**Importance of H.R.D**

H.R.D assumes significance in view of the fast changing organizational environments and need of the organization to adopt new techniques in order to respond to environmental changes. The changing environmental factors include: 1) unprecedented increase in competition within and outside the country consequent upon the announcement and implementation of economic liberalizations. The economic liberalization demand for a continuants improvement of human resources.

2) Trends towards market economy are more prevalent in most – most of the countries. These trends towards marketing economy are resulting in severe competition not only among the industries around the globe but also industries within the nation. This competition allows the industries strong in all respects to continue in the market and other industries are forced to with draw from the market.

The vitality of human resources to a nation and to the industry depends upon the level of its development. Organizations to be dynamic, growth oriented and fast changing should develop their human resources. It is needless to say that the organization possessing competent human resources grow faster and can be dynamic.

Organisations to be dynamic should possess dynamic human resources. Human resources to be dynamic should acquire capabilities continuously, adopt the values and beliefs and aptitude, adopt the values and beliefs and aptitude in accordance with changing requirements of the organization. Thus, the organization can develop, change and excel, only if it possesses developed human resources. Thus, H.R.D plays a significant role in making the human resources vital, useful and purposeful.

**Check Your Progress – 1**

**Note:** 1. Give your answer in the space given below.

2. Check your answers with those given at the end of the unit.

**1) Explain the meaning and characteristics of Human resources.**

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**2) Define the term 'HRD' and discuss its scope and significance.**

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**4.3.2 Need for H.R.D**

All business and industrial organizations are dynamic. In fact LPG made the business firms further dynamic. In other words, they have been changing continuously in terms of technology, type of business, products or services, organizational strength and the like. The changes invariably demand for the development of human resources.

**1) Changes in Economic Policies**

Almost all the governments across the globe have changed their economic policies from communistic / socialistic pattern to capitalistic pattern. Even the government of India liberalized its economic policies in 1991. Thus, the capitalistic economic policies and their successful implementation needs the development of human resources in the country at large.

**2) Changing Job Requirements**

Organizational dynamism brings changes in organizational design and job design. The changes in job design bring changes in job description and job specification. These changes demand for H.R.D.

**3) Need for multi-skilled Human Resources**

The changing trends in industrialization, structuring jobs and organizations demand the employees to take up multiple activities. These changes demand the employees with multiple skills. Human resources developmental activities provide the opportunities to the employees to acquire and develop multiple skills.

**4) Technological Advances**

Organisations in order to survive and develop should adopt the latest technology. Adaptation of the latest technology will not be complete until they are manned by developed employees. Employee development is possible through human resources development. These are the days of information and technology and high level production and service technology. Therefore, H.R.D is essential in the new millennium.



### **5) Organisational Complexity.**

With the emergence of increased mechanization and automation, manufacturing of multiple products and rendering of services, organizations become complex. Management of organizational complexity is possible through H.R.D

### **6) Human Relations.**

Most of the organisations today tend to adopt the human relations approach. This in turn needs H.R.D.

#### **4.3.3 Objectives of H.R.D**

The objectives of H.R.D are:

- 1) to prepare the employee to meet the present and changing future job requirements.
- 2) to prevent employee obsolescence.
- 3) to develop creative abilities and talents.
- 4) to prepare employees for higher jobs
- 5) to impart new entrants with basic HRD skills and knowledge.
- 6) to develop the potentialities of people for the next level job
- 7) to aid total quality management.
- 8) to promote individual and collective morale a sense of responsibility, cooperative attitudes and good relationships.
- 9) to broaden the minds of senior managers by providing them with opportunities for an interchange of experiences within and outside.
- 10) to ensure smooth and efficient working of the organization.
- 11) to provide comprehensive frame work for H.R.D
- 12) to enhance organizational capabilities
- 13) to create activate that enables every employee to discover, develop and use his / her capabilities to filler extent in order to further both individual and organizational goals.

#### **4.3.4 Functions of H.R.D**

The functions of H.R.D include

- 1) Performance Appraisal
- 2) Employee Training
- 3) Executive development
- 4) Career planning and development
- 5) Succession Planning and Development
- 6) Organisation changes and organization Development

- 7) Involvement in social and Religious organizations.
- 8) Involvement in Quality circles and
- 9) Involvement in workers participation in Management.

H.R.D is a total approach for systematic enhancement of peoples knowledge, skills and capacities so as to improve the life style of the nation as a whole. H.R.D is being implemented in most of the countries of the world. In India, the union government has created a separate full-fledged ministry called the ministry of Human Resources Development. It controls two departments, viz 1) Department of Elementary Education and literacy and 2) Department of Secondary Education and Higher Education. However there seems to be no comprehensive and well designed plan to develop this precious and enormous resources in a country with more than 100 crores of people. What is required is commitment and strong motivation on the part of those who have the responsibility to implement this programme. But unfortunately Indian administration is characterized by bureaucratic approach. That is why the results are far from satisfactory.H.R.Dugh H.R.D

**Check Your Progress-2**

*Note* : 1) use the space given below for your answer.

2) check your answer with those given at the end of the unit.

**1) Discuss the need for the H.R.D**

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**2) Explain the objectives and the functions of the H.R.D**

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#### **4.4 HUMAN RESOURCES MANAGEMENT (HRM)**

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Various terms are used to denote human resources management. These terms are : labour management, labour administration, personnel management, personnel administration, human capital management, human asset management, employment administration, employee employer relations and the like.

The latest term in this direction is Human Resources Development (HRD). Some view that HRM and HRD are one and the same. In fact, some organizations changed their personnel management department as Human Resources Management Department while other organizations changed them as Human Resources Development Department. But HRD is the developmental aspect of HRM deals with the training, Management development, career planning and development and organization development.

The latest term in this direction is Human Resources Development (HRD). Some view that HRM and HRD are one and the same. In fact, some organizations changed their personnel management department as Human Resources Management Department while other organizations changed them as Human Resources Development Department. But H.R.D is the developmental aspect of HRM. Thus HRD is a part of HRM. HRD deals with the training, management development, career planning and development and organization development.

The most prominent and closest one to the term of human resources management is the personnel management. However the H.R.M is broader in scope as compared to personnel management, personnel management views the man as economic man who works for money or salary. H.R.M treats the people as human beings having economic social, and psychological needs.

##### **4.4.1 Meaning, Scope and Importance of HRM**

In simple sense, human resources management means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with job and organizational requirements with a view to contribute to the goals of the organization, individual and the society.

Mihael J.Jucius Defined personnel management as “the field of management which has to do with planning organizing, directing and controlling the functions of procuring, developing, maintaining and utilizing a labour force.

HRM can be defined as managing (planning, organizing, directing and controlling) the functions of employing developing and compensation human resources resulting in the creating and development of human relations with a view to contribute to the organization individual and social goals.

## **Features of H.R.M**

1) H.R.M. is concerned with the employees both as individuals and as a group in attaining goals  
2) It is concerned with the development of human resources, i.e. knowledge, skills, capability, potentialities and attaining and achieving employees goals, including job satisfaction. 3) H.R.M. covers all levels (low, middle, and top) and categories (unskilled, skilled, technical, professional, clerical and managerial) of employees. It covers both organized and unorganized employees 4) It applies to the employees in all types of organizations in the world (industry, trade, service, commerce, economic, social, religious, political, and government departments). Thus, it is common in all types of organizations. 5) It aims at attaining the goals of organization which include survival growth, and development in addition to productivity, profitability, excellence etc. 6) HRM is concerned with the attainment of individual employee goals as well as goals of the society. Individual employee goals consist of job satisfaction, job-security high salary, attractive fringe benefits, challenging work, pride, status, recognition, opportunity for development etc, Goals of the society include equal employment opportunity, protecting the disadvantaged sections and physically handicapped, minimization of inequalities in distribution of income, developing society in general by organizing developmental activities etc. 7) It is concerned mostly with managing human resources at work

## **Scope of H.R.M**

The scope of H.R.M in the modern days is vast. Infact, the scope of HRM was limited to employment and maintenance of and payment of wage and salary. The scope gradually enlarged to providing welfare facilities, motivation, performance appraisal, human relations, strategic human resources and the like. The scope has been continuously enlarging.

### **The scope of H.R.M include:**

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|---------------------------------|-----------------------------------|
| 1) Objectives of H.R.M          | 2) Organisation of H.R.M          |
| 3) Strategic H.R.M              | 4) Employment                     |
| 5) Development                  | 6) Wage and salary administration |
| 7) Maintenance                  | 8) Motivation                     |
| 9) Industrial relations         | 10) Participative Management      |
| 11) Recent development in H.R.M |                                   |

## **Importance of H.R.M**

Human resources management plays a crucial role in the development process of modern economics. A nation with abundance of physical resources will not benefit itself unless human resources make use of them. In fact human resources with right attitude are solely responsible for making use of

national resources and for the transformation of traditional economics into the modern industrial and knowledge economics.

The importance of H.R.M is discussed by Yodder, Heneman and others from three stand points, viz, “social, professional and individual enterprise”.

**Social Significance**

Proper management of personnel or human resources enhances their dignity by satisfying their social needs. This is done by 1) maintaining a balance between the jobs available and the job seekers according to qualifications and needs; 2) providing suitable and most productive employment which bring to them psychological satisfaction 3) making maximum utilization of the resources in an effective manner 4) eliminating waste or improper use of human resources 5) by helping people make their own decisions that are in their interests.

**Professional Significance**

By providing a healthy working environment it promotes team work in the employees. This is done by 1) Maintaining dignity of the employees as a human being 2) providing maximum opportunities for personnel development 3) providing healthy relationship between different work groups so that the work is effectively performed. 4) improving the employees working skill and capacity and 5) Correcting the errors of wrong postings and proper reallocation work.

**Significance for Individual Enterprise**

It can help the organization in accomplishing its goals by 1) creating right attitude among the employees through effective motivation 2) utilizing effectively the available human resources 3) securing willing co-operation of the employees for achieving goals of the enterprise and fulfilling their own social and other psychological needs of recognition, love, affection, belongingness esteem and self-actualisation

**Check Your Progress – 3**

*Note:* 1) use the space given below for your answer

2) check your answer with those given at the end of the unit

**1) Explain the meaning, nature, scope and importance of the H.R.M**

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