

The background of the slide is a light gray gradient with several realistic water droplets of various sizes scattered across it. The droplets have highlights and shadows, giving them a three-dimensional appearance.

# **EVOLUTION OF HUMAN RESOURCE MANAGEMENT**

CHAPTER 2

# PHASES OF EVOLUTION

- INDUSTRIAL REVOLUTION
- GROWTH OF TRADE UNIONISM
- SCIENTIFIC MANAGEMENT
- INDUSTRIAL PSYCHOLOGY
- HUMAN RELATIONS MOVEMENT
- BEHAVIOURAL SCIENCE APPROACH
- GROWTH OF PERSONNEL MANAGEMENT

# INDUSTRIAL REVOLUTION

- LARGE SCALE PRODUCTION AND RISE OF FACTORY SYSTEM
- EMPLOYMENT OF LARGE NUMBER OF WORKERS IN FACTORIES
- INTRODUCTION OF DIVISION OF LABOUR
- GROWTH OF A NEW CLASS OF TECHNICAL AND PROFESSIONAL EMPLOYEES
- MIGRATION OF LABOUR FROM RURAL AREAS TO URBAN AREAS
- RISE OF MATERIALISM
- MONOTONY AND BOREDOM IN JOBS

# GROWTH OF TRADE UNIONISM

- WITH THE RISE IN FACTORY SYSTEM, WORKERS FACED PROBLEMS OF LOWER WAGES AND POOR WORKING CONDITIONS.
- THEY ORGANIZED THEMSELVES INTO TRADE UNIONS TO SECURE BETTER WAGES AND WORKING CONDITIONS
- THE UNIONS THROUGH STRENGTH AND COLLECTIVE SUPPORT COULD FORCE THE EMPLOYERS TO LISTEN TO WORKERS AND REDRESS THEIR GRIEVANCES.
- THE METHODS USED INCLUDED STRIKES, SLOWDOWNS, WALKOUTS, BOYCOTTS AND SABOTAGE.
- THE UNIONS HELPED IN ADOPTION OF GRIEVANCE HANDLING SYSTEMS, ACCEPTANCE OF ARBITRATION AS A MEANS OF RESOLVING CONFLICTS ABOUT RIGHTS AND DISCIPLINARY PRACTICES, EXPANSION OF EMPLOYEE BENEFIT PROGRAMS, LIBERALIZATION OF HOLIDAYS ETC.

# SCIENTIFIC MANAGEMENT

- REPLACEMENT OF RULE OF THUMB METHOD
- SCIENTIFIC SELECTION AND TRAINING OF WORKERS
- CO-OPERATION BETWEEN LABOUR AND MANAGEMENT
- MAXIMUM OUTPUT
- EQUAL DIVISION OF RESPONSIBILITY

## TAYLOR'S TECHNIQUES OF PERSONNEL MANAGEMENT

- SCIENTIFIC SELECTION AND TRAINING
- DIFFERENTIAL PIECE WAGE PLAN

1900s

## The Personnel Administration Movement

Employer discovery: WORKER SATISFACTION = **GREATER  
WORKER  
PRODUCTIVITY**



Imagine that?!

**FREDERICK W. TAYLOR**

*The Father of  
Scientific Management*

Taylor developed the concept of  
**WORK DESIGN, WORK MEASUREMENT,  
& PRODUCTION CONTROL**,  
which transformed industry.



**THE NATIONAL CASH REGISTER CO.**

is believed to have the first  
personnel management department.

# INDUSTRIAL PSYCHOLOGY

- INDUSTRIAL PSYCHOLOGY INTRODUCED “MATCHING OF EMPLOYEES TO JOBS, FOR DIFFERENT JOBS REQUIRING DIFFERENT SKILLS AND ABILITIES”.
- IT EMPHASIZED THE USE OF PSYCHOLOGY IN THE FIELD OF PERSONNEL TESTING, INTERVIEWING, ATTITUDE MEASUREMENT, LEARNING THEORY, TRAINING, MONOTONY STUDY, SAFETY, JOB ANALYSIS.
- A NUMBER OF COMPANIES ADDED PERSONNEL DEPARTMENT FOR THE FIRST TIME, PERSONNEL CONSULTING FIRMS BEGAN TO APPEAR, MANY COLLEGES AND UNIVERSITIES BEGAN OFFERING TRAINING IN THIS AREA AND PERSONNEL RESEARCH STUDIES WERE INITIATED.

# HUMAN RELATIONS MOVEMENT

HAWTHORNE EXPERIMENTS WERE CONDUCTED IN THE FIELD OF INDUSTRIAL PSYCHOLOGY BETWEEN 1927 AND 1932. THE CONCLUSION OF THE EXPERIMENTS ARE:

- THE AMOUNT OF WORK TO BE DONE BY THE WORKER IS DETERMINED BY HIS PHYSICAL CAPACITY BUT BY THE SOCIAL NORMS
- NON- ECONOMIC REWARDS AND SANCTIONS PLAY A SIGNIFICANT ROLE IN INFLUENCING THE BEHAVIOUR OF THE WORKERS
- GENERALLY, WORKERS DO NOT ACT AS INDIVIDUALS, BUT AS MEMBERS OF GROUP.
- INFORMAL LEADERS PLAY AN IMPORTANT PART IN SETTING AND ENFORCING GROUP NORMS.



## 1920s The Human Relations Movement

**1927-32** The **HAWTHORNE STUDIES**  
Elton Mayo measured the relationship between productivity and the work environment.

**1929** The **GREAT DEPRESSION** drastically changed the rules of business. Old-age **PENSIONS**, **LABOR STANDARDS** and **MINIMUM WAGES** for some industries were instituted.

You have to do more than **HIRE** and **FIRE**, boss!



**ELTON MAYO**

*The Father of Human Relations*

# BEHAVIOURAL SCIENCE APPROACH

- BEHAVIOURAL SCIENCE APPROACH BRINGS NEWLY DEVELOPED THEORIES, METHODS, AND TECHNIQUES OF RELEVANT SOCIAL SCIENCES SUCH AS PSYCHOLOGY, SOCIOLOGY, SOCIAL PSYCHOLOGY AND ANTHROPOLOGY IN STUDY OF HUMAN BEHAVIOUR.
- THE STUDY OF MANAGEMENT MUST BE CENTERED AROUND THE PEOPLE AND THEIR INTERPERSONAL RELATIONS
- THE ADVOCATES OF BEHAVIOURAL SCIENCE CONCENTRATE ON MOTIVATION, INDIVIDUAL DRIVES, INTER-PERSONAL RELATIONS, LEADERSHIP, GROUP DYNAMICS ETC.

## 1940s Management Style Evolved

Atta boy, Henry!



The 40's saw a **BIG SHIFT IN THE TREATMENT OF EMPLOYEES** as Mayo's work and real-world business experience launched a **GREATER UNDERSTANDING** of the dynamics of work groups and the **SOCIAL NEEDS OF EMPLOYEES**

Production improved as managers acted **LESS LIKE** ----->  
taskmaster and

←----- **MORE LIKE GOOD LEADERS,**  
**COUNSELORS** and **FACILITATORS**

BACK on the  
line, BUB!!!



# GROWTH OF PERSONNEL MANAGEMENT

- SEVERAL NEW TECHNIQUES AND STYLES OF MANAGING HUMAN RESOURCES WERE DEVELOPED DURING 1950-1980 AS A RESULT OF RESEARCH AND EXPERIMENTS.
- THE PEOPLE ARE NOW CALLED '**HUMAN RESOURCES**' AND ARE TREATED AS VALUABLE ASSETS OF THE ORGANIZATION.
- FOCUS IS NOW SHIFTED TOWARDS TWO-WAY COMMUNICATION, MANAGEMENT BY OBJECTIVES, EMPLOYEE CENTERED LEADERSHIP, QUALITY CIRCLES.
- TECHNOLOGY ENTERED THE HRM DOMAIN ALLOWING HRM PROFESSIONALS TO FOCUS LESS ON ADMINISTRATIVE WORK AND MORE ON STRATEGIC ISSUES FACED BY THE ORGANISATIONS.
- THE INSTALLATION OF HUMAN RESOURCE INFORMATION SYSTEM IN BIG ORGANISATIONS REVOLUTIONIZED THE MANAGEMENT OF HUMAN RESOURCES.
- DUE TO LIBERALIZATION AND GLOBALIZATION THE ROLE OF HR PROFESSIONALS WITNESSED A SEA CHANGE.

# The New Roles of Today's HR Professional

  
Strategic Partner



Employee  
Advocate



  
Champion for Change



# HUMAN RESOURCES IN INDIA

- IN INDIA PERSONNEL MANAGEMENT EVOLVED AFTER FIRST WORLD WAR
- THE CALICO MILLS, AHMEDABAD OPENED A CRÈCHE FOR CHILDREN OF WORKERS AND ENGAGED A DOCTOR A NURSE FOR THEIR BENEFIT.
- TATAS IN BOMBAY APPOINTED MEDICAL OFFICER IN 1921
- IN EARLY THIRTIES, THE MILL OWNER'S ASSOCIATION, BOMBAY APPOINTED THE FIRST LABOUR OFFICER.
- THE TATA IRON AND STEEL COMPANY AT JAMSHEDPUR APPOINTED THEIR LABOUR OFFICER IN 1937.

# HUMAN RESOURCES IN INDIA

- **ROYAL COMMISSION ON LABOUR 1931:** IT STRONGLY RECOMMENDED THE APPOINTMENT OF LABOUR OFFICER IN EVERY FACTORY TO PROTECT THE WORKERS FROM THE EVILS OF JOBBER SYSTEM. NON OF THE LABOUR CAN BE DISMISSED WITHOUT CONSULTING OFFICER. THE LABOUR OFFICER SHOULD INITIATE WELFARE MEASURES
- **THE FACTORIES ACT, 1948:** IT MADE OBLIGATORY FOR THE APPOINTMENT OF LABOUR WELFARE OFFICER. THE ELIGIBILITY OF THE OFFICER MUST BE ENSURED BEFORE HIS APPOINTMENT. THE OFFICER SHOULD NOT BE CALLED UPON TO HANDLE LABOUR DISPUTES ON BEHALF OF THE MANAGEMENT.

# **APPROACHES TO HUMAN RESOURCE MANAGEMENT**

- **COMMODITY APPROACH**
- **MACHINE APPROACH**
- **PATERNALISTIC APPROACH**
- **SOCIAL SYSTEM APPROACH**
- **HUMAN RESOURCE APPROACH**
- **HRD APPROACH**