**HUMAN RESOURCE DEVELOPMENT**

Human Resource constitutes the most complex aspect of administration in

organizations, and is subjected to varied influences. Human beings are sensitive as they

think, speak, feel and act. Employees therefore, cannot be handled like a machine or

shifted and altered like templates in a room layout. It is through the combined efforts of

people that monetary and material resources are utilized for achieving organizational

objectives. Without human efforts organizations cannot achieve their objectives. Thus,

human resources occupy a significant place in any organization. Handling it is a

challenging task before the management. HRD is concerned with an organized series of

learning activities, within a specified time limit, designed to produce behavioral change

in the learner (Naddler, 1969). HRD is a process, which helps employees of an

organization to improve their functional capabilities for their present and fixture roles, to

develop their general capabilities, to harness their inner potentialities both for their self

and organizational development and to develop organizational culture to sustain

harmonious superior-subordinate relationships, teamwork, motivation, quality and a

sense of belongingness.

Rao and Abraham (1988, (pp 51) report that ‘HRD has evolved as a separate

function in the last few decade. Having a separate HRD department was expected to

contribute to the development of HRD processes because a group of people charged with

the responsibility was likely to ensure the effective performance of that function. Based

on a survey, the authors indicate that in 1984, thirty percent of the 54 companies studied,

had separate HRD departments and other 38 percent had separate HRD functions as a

part of the traditional personnel department.

**CONCEPT OF HUMAN RESOURCE DEVELOPMENT**

A detailed study of the term HRD has helped in bringing out the contents and

contours and shall throw sufficient light as well, on the importance the people at work

have gained in the organization. The organizations of all sorts function with the help of

physical resources, financial resources and human resources. The effective and efficient

utilization of physical and financial resources depends on how well are the human

resources utilized and developed. It is now being felt that there is a need for accepting

and introducing a system called the Human Resource Development, which consciously

helps in developing and utilizing human resources. Human Resource Development

(HRD) is a process through which employees in an organization are assisted to realize

their full potential in their present and future jobs. It is primarily concerned with the

development of employees through such mechanism as training, feedback, counseling,

career planning, performance and potential appraisal, organization development

techniques, employee welfare schemes and rewards.

M.N. Khan rightly remarks that HRD is the process of increasing knowledge,

skills, capabilities, positive work attitudes and values of all people working at all levels in

a business undertaking. Similarly, C.S. Sanker holds the view that HRD is a

developmental oriental planning effort in the personnel area, which is basically concerned

with the development of human resources in the organization improving the existing

capabilities and acquiring new capabilities for the achievement of corporate and

individual goals.

Leonard Nadler (1979) made a distinction between Human Resource Utilization

(HRU) and Human Resource Development (HRD). The HRU according to him refers to

the traditional functions of personnel administration while HRD is concerned with an

organized series of learning activities, within specified time limits, designed to produce

behavioral change in the learner.

There are three different kinds of HRD activities:

1) activities designed to make

people more effective in their present positions, may be labeled to as ‘training;

2) the activities designed to enable individuals to move to other positions within the

organization. The focus is on a job that is different but identifiable, where the behavior

needs are known and

3) the activities which are designed to prepare an individual for future position or for new activities within the organization.

T.V. Rao, views HRD as a process rather than a set of mechanism and techniques

by which the employees of an organization are helped in a continuous and planned way

to:

1. Acquire or sharpen capabilities required to perform various functions

associated with their present or expected future roles,

2. Develop their general capabilities as individuals and discover and exploit

their own inner potentials for their own and/or organizational development

purpose, and

3. Develop an organizational culture in which superior-subordinate

relationships, teamwork and collaboration among sub-units are strong and contribute to the professional well-being, motivation and pride of

employees.

Ishwar Dayal (1991) considers the following three items, important in HRD:

(a) Ways to better adjust the individual to his job and the environment.

(b) The greatest involvement of an employee in various aspect of his work.

(c) The greatest concern for enhancing the capabilities of the individual.

S.R. Gollapudi, explains the meaning of HRD through his popular ‘SWAN’

theory, whereby, ‘S’ denotes Strength, ‘W’ denotes Weakness, ‘A’ denotes Attitudes and

‘N’ denotes Needs.

**Strength**: Strength is the ability to perform a particular task, job or duty. HRD enables in

increasing the strength and ability of the Individuals through its different mechanism. So

that it helps them in exerting folly for their own growth as well as growth and

development of the organization as a whole.

**Weakness**: Weakness means deficiency or poor knowledge in a particular field, as a

result of which, an individual fails in achieving the requisite objectives and also in

competing with other co-workers for his future development., HRD deals with

overcoming such weaknesses of the individuals through its different sub-systems and

help in achieving the desired results.

**Attitudes:** Attitude is a state of mind that pre-dominantly affects the working style of an

employee. It may be positive or negative, favorable or unfavorable, good or bad, towards

self, his family, friends, society, organization or nation as a whole. HRD deals with how

to change undesirable attitudes in an individual and convert him into more purposeful and

effective individual to achieve the targets set for oneself as well as the organization

through co-operative efforts.

**Needs**: Needs are the desires or achievement motives of a man. It is observed that people

motivated by the need for achievement were those who desired to be challenged and had

an intense desire to be successful. Such people set prudent, realistic, though moderately

difficult goals for themselves, their employee and their department. HRD deals with

recognizing the needs of the individual and assist him in fulfilling those needs through

work and organization so as to induce him in achieving, side by side the organization

targets with commitment.

We may thus define HRD as a process of the development of employees through

training, performance appraisal, potential development exercise, communication policies,

job enrichment programmes etc. and building of an organizational climate which may

encourage openness, risk-taking, role clarity, awareness of employees’ responsibility,

increased communication, improvement of personnel policies, management styles etc. so

that employees may be effective in translating their potential energy into kinetic energy

and the organization may be benefited in terms of better image, higher productivity,

better utilization of resources etc. HRD in a way involves total management and if it is to

be effective, the organization has to introduce change in management at all levels.

**CHARACTERISTICS OF HRD**

HRD is an effort to develop capabilities and competence among employees as

well as create organizational environment conductive to the employees’ development.

Keeping this in view, it is essential to strengthen the HRD system. The experts and the

academicians advocate the following essentials before an organization can venture to

attempt the introduction of HRD. An urge and desire on the part of the personnel in the

organization to find better methods. Requisite skills, attitudes and ability in the persons

engaged in HRD.

(i) An urge and desire on the part of the personnel in the organization to find

better methods.

(ii) Requisite skills, attitudes and ability in the persons engaged in HRD.

(iii) Proper support between the HRD team/department and the key personnel

in the organization.

(iv) Removal of hurdles and irritants from the organization affecting

productivity of the employees.

(v) Involvement of the personnel of the organization to get a lot of unwritten

information for understanding the dynamics of the organization for

developing an HRD programme.

(vi) Use of entrepreneurship development programme to keep continuous track

of every employee and use performance appraisal and training etc. to

inject /change in desired direction.

(vii) The need for suggesting the introduction of only such indigenous methods,

which can be implemented by the HRD section without much cost and

resistance. Besides, the need for technical consideration may also be kept

in mind.

(viii) The HRD section must be ready to face resistance to it’s ideas and dispel

these with facts, patience and consideration. The aim should be to develop

acceptance through co-operation.

(ix) The HRD section must make all the employees in the organization

understand the implications of new methods through seminars, lectures,

role-playing or any other methods to thwart the potential fears amongst the

employees of the proposed changes.

(x) Members of HRD team may possess a pleasant personality, common

sense, imagination, enthusiasm, objectivity and the sense of humor

required to induce change toward HRD as it has been rightly said that it is

easier to change the mountains than to changes the minds of the people.

(xi) HRD to be successful needs revolution in the total concept of management

and not merely sporadic and piecemeal attempts.

**ROLE AND SIGNIFICANCE OF HRD**

**ROLE**

For any dynamic and growth oriented organization to survive in a fast changing

environment, HRD activities plays a very crucial role. Recent economic restructuring in

India at macro level influenced the need for production at unit (micro) level and

production restructuring necessitated labor restructuring vis-a-vis restructuring of HRD

activities in organizations. Training and retraining and redeployment have now become

buzzwords in corporate circle as market globalization, de-licensing and free flow of

technology (as per New Industrial Policy of July 1991) have intensified competition,

rendering traditional skills and knowledge redundant. Many organizations in India are

now threatened with manpower obsolescence to withstand, due to which, HRD activities

have now received prime importance.

Hence, role and significance of HRD in an organization can be appreciated when

we consider the fast changing environment coupled with technological changes and

intensified competition. This has necessitated the need for renewal of capabilities of

people working in the organization, which are simultaneously reinforced by changes in

the organization by Organizational Developmental (OD) process. Increased morale and

motivation of employees no doubt are necessary to achieve productivity and functional

effectiveness. But these alone cannot sustain a dynamic organization, unless

competencies of human resources are renewed constantly, developing and enabling

organizational culture. An enabling organization culture is possible when employees of

an organization are found to use their initiative, take risks, experiment, innovate, and

make things happen. The role and significance of HRD can further be appreciated when

we consider different sub-systems of HRD like, Performance Appraisal, Career Planning

and Development, Manpower Planning, Management Succession and Development,

Training, Organizational Development (OD) and Quality of Work Life (QWL).

**SIGNIFICANCE OF HRD**

The HRD systems aim at employee competency development, employee

motivation development and organizational climate development. Any organization that

wants to be dynamic and growth oriented to succeed in a fast changing environment can

become dynamic and grow only if the HRD systems are properly introduced.

T.V. Rao, has explained clearly and beautifully all the three aims of the HRD

systems and has stated about employee competency development,” that an employee

requires a variety of competencies (knowledge, attitude, skills in technical areas,

Managers areas, behavioral and human relations areas and conceptual areas) to perform

different tasks or functions required in their jobs. The nature of jobs is constantly

changing due to changes in the environment, organizational priorities, goals and

strategies, profiles of fellow employees (subordinates, bosses, colleagues etc.),

technology, new opportunities, new challenges, new knowledge base etc. Such changes

in the nature of jobs require continuous development of employee competencies to

perform the job well. Thus, competency development is needed on a continuing basis for

effective job performance.” HRD aims at constantly assessing the competency

requirements of different individuals to perform the jobs assigned to them effectively and

provide opportunities for developing these competencies.

HRD also aims at preparing people for performing roles/jobs/tasks/functions

which they may be required to perform in the future as they go up on the organizational

hierarchy or as the organization takes up new tasks through diversification, expansion,

modernization, economization, etc. HRD tries to develop the potential of employees for

future likely jobs and roles in the organization. The competent human resources can be

dynamic in an enabling culture. Thus, the organization can develop, change and excel

only if it possess developed human resources. In the same way, Leon C. Megginson

states that resources will not benefit it unless human factor makes use of them. Actually,

it depends only on the determined manpower of a country to change their traditional

economies into modem and fast growing economies.

The results of the famous Hawthorn studies, conducted,, by Elton Mayo and his

colleagues for the national research council, also clarified that humanistic approach in

business and industry provides better results. For this purpose it is necessary to behave

with a human being as a human being and not as a commodity. Large-scale production

has increased the number of labor force remarkably. In this reference P. Subba Rao

opined, “The increase in industrial labor led to formation and development of trade

unions and various social groups. It has also been recognized that management without

labor would be sterile and labor management would be disorganized, ill equipped and

ineffective. It is realized that the concrete cooperation between labor and management is

highly essential to fulfill the individual, organizational and national goals. This

approach aims at the development of a sense of mutual confidence, dependence and

respect and at the same time encouraging both management and the workers to come

closer to each other for removing misunderstandings, redressing grievances if any, in a

peaceful atmosphere and with open mind and fostering individual pursuits or mutual

benefits and social progress. To sum up, the goals of HRD are:

1. Develop the individual to realize his potential as an individual to the

maximum extent.

2. Develop the individual’s capabilities to perform his present job better;

3. Develop the capabilities to handle likely future roles;

4. Develop and maintain a high motivation level of the employees;

5. Strengthen superior-subordinate relationships;

6. Strengthen team spirit among different teams;

7. Promote inter-team collaboration; and

8. Promote climate development and organizational health development.

**OBJECTIVES OF HRD**

The basic objective of HRD is development of individuals by identifying and

bridging the gaps in their knowledge, skills and attitudes through training based on

systematic training needs analysis. Besides competency development, HRD also

prepares individuals to perform future roles and functions as organization gradually

grows in business, enters into diversification, modernization and globalization to face

new challenges. The main objectives are:

1. To develop capabilities of all individuals working in an organization in

relation to their present role.

2. To develop capabilities of all such individuals in relation to their future

role.

3. To develop better inter-personal and employer-employee relationships in

an organization.

4. To develop team spirit.

5. To develop coordination among different units of an organization.

6. To develop organizational health by continuous renewal of individual

capabilities (averting manpower obsolescence) keeping pace with the

technological changes.

Here, HRD attempts at potential development of individuals. Building motivation

of employees and keeping it upbeat is another aim of HRD. Thus converting employees

into units of productivity also generates in them a sense of commitment towards work

and belongingness for organization. Development component of HRD is to conduct

learning experiences for a future undefined job. The focus being on future undefined job

an organization before going ahead with employee development must be able to identify

individuals who enjoy high risk and new undefined challenging jobs. Such risk takers

may not necessarily confine in higher levels of an organization, even though

conventionally, development function rests in the higher levels only.

**HRD-MECHANISM**

The goals of HRD i.e. employee competency development, employee motivation

development and organizational climate development can be achieved through HRD sub

systems. These Sub-Systems are also called as HRD instruments or methods or

techniques or aids or process mechanism or constituents. HRD is a total system with

various sub-systems but there is a lack of openness in concept of HRD system. Various

HRD thinkers and professionals have designed the mechanism of HRD in different ways.

T.V. Rao opines that HRD sub-systems should comprise; (i) the performance appraisal,

(ii) Potential appraisal, (iii) Career Planning, (iv) Training, (v) Feedback and

performance coaching, (vi) Organization Development, (vii) Rewards, (viii) Employee

Welfare, (ix) Quality of work life and (x) Human resource information system. Udai

Pareek makes a reference of: (i) Performance appraisal, (i) Feedback, (iii) Counseling,

(iv) Training under HRD system. M.S.S. Varadan traces HRD mechanism into: (i)

Performance Appraisal, (ii) Role Analysis, (iii) Organization Development and (iv)

Quality Circles. Lallan Prashad finds: (i) Man Power Planning, (ii) Injunction of new

blood, (iii) Promotion scheme, (iv) Job rotation, (v) Job enrichment and (vi) Job

redesign as part of HRD. P.N. Singh observes that FIRD mechanism includes: (i)

Induction, (ii) Performance appraisal, (iii) Motivation and (iv) Training and

Development.

From the above discussion, it may be inferred that there is no unanimity about the

constituents and components of HRD and divergent views in this regard have made it a

little difficult to develop a holistic system of HRD. However, on the basis of their views,

the HRD sub-systems may be listed below:

• Performance Appraisal

• Training and Development

• Career Planning

• Potential Appraisal

• Organization Development

• Rewards and Incentives

Employee Welfare Activities

• Counseling

• Human Resource Information System.

• Task Forces

• Quality Circles

• Job Rotation

**1. Performance Appraisal**

Performance appraisal is one of the oldest and most universal practices of

management. In earlier period ‘merits were compared with the others and ranked. More

recently emphasis has been given to measuring the result of employee’s performance.

The direction of attempting to measure is what the man does (Performance - Appraisal)

rather that what he is (Merit-Rating). C. Heyel States, performance appraisal is the

process of evaluating the performance and qualifications of the employees in terms of the

requirements of the job for which he is employed, for purposes of administration

including placement, selection for promotions providing financial rewards and other

actions which require differential treatment among the members of a group as

distinguished from actions affecting all members equally.

H. Levension has mentioned three functions of performance appraisal: (i) It seeks

to provide an adequate feed-back to each individual for his or her performance (ii) It

purports to serve as a basis for improving or changing behavior towards some more

effective working habits and (iii) it aims at providing data to managers with which they

may judge future job assignments and compensation. On the basis of above discussion

major components of a performance appraisal system may be listed as:

I. Identifying job responsibilities and duties and performance dimensions,

standards and goals.

2. Prioritizing and weighing performance dimensions and performance goals.

3. Determining appropriate methods for apprising performance:

4. Developing suitable appraisal instruments and scoring devices.

5. Establishing procedures that enhance fair and just appraisals of all

employees.

6. Providing performance feedback to all employees.

7. Relating observed and identified performance to the rewards provided by

organization.

8. Designing, monitoring and auditing processes to ensure proper operation

of the system and to identify areas of weakness.

9. Granting opportunities to employees for appeal whenever and wherever

such action is appropriate.

10. Training of employees in all phases of the appraisal system.

**2. Training and Development**

Training is a process of learning a sequence of programmed behavior. It is

application of knowledge. It gives people awareness of the rules and procedures to guide

their behavior, attempts to improve their performance on the current job or prepares them

for an intended job. Armstrong Michael holds the view that training fills the gap between

what someone can do and what he should be able to do. Its first aim is to ensure that as

quickly as possible, people can reach an acceptable level in their jobs. Training then

builds on this foundation by enhancing skills and knowledge required to improve

performance in the present job or to develop potential for future jobs.

Thus training is a tool of developing an individual’s ability and effectiveness to

perform his present and future jobs. It can also strengthen inter-personal relationships,

increase teamwork and collaboration and reduce the wastage. Training also improves the

productivity and efficiency with the help of improved quality and high morale. Thus, it is

a tool of the individual’s advancement and organizational effectiveness and in order to be

successful, we should adopt a systematic approach for training and this means.

• Identifying and analyzing training needs.

• Defining training objectives - training must aim to achieve measurable

- goals expressed in terms of improvements and changes in behavior, which

lead to better performance.

• Preparing training plans, which will meet objectives, and will describe the

cost and benefits of the proposed training programmes

• Monitoring and analyzing results.

• Feeding back the results of evaluation so that training can be improved.

**3. Career Planning**

The concept of career planning emerged in the U.S.A. in the 1970’s and has

become popular. It encouraged employees to analyze and assess their ambitions and gave

them information about the company’s career opportunities. V.D. Dudeja holds the view

that Career Planning essentially means helping the employees to plan their career in

terms of their capabilities within the context of organizational needs.

Career planning is concerned with identifying individuals today who can fill planned

future posts. It involves anticipation so as to enable advance preparation of individuals to

be ready in time for future positions. Career planning reduces labor turnover, curtails

absenteeism and ensures the retentions of good people. Edwin B. Flippo defined a career

as a sequence of separate but related work activities that provides continuity, order and

meaning in a person’s life. The Principle objectives of career planning are: (1) to secure

the right man for the right job and at the right time, (2) to maintain a contented team of

employees, (3) to provide adequate career avenues to employees to higher levels of

responsibilities and (4) to strengthen the retention programme of the organization, (5) to

reduce employee dissatisfaction and turnover, (6) to improve motivation and moral, (7)

to correct employee placement, (8) to enable the employee to develop and prepare him to

meet the future challenges, (9) to increase the utilization of Managers reserves within

an organization.

**4. Potential Appraisal**

Potential appraisal is also an important subsystem of Human Resource

Development. Under this system, employee potential or capability to perform the

functions are examined and methods to improve skills are also evolved. Potential

appraisal means development of latent abilities of an individual when organization is

expanding in-scales, diversifying its operations, introducing changes, capacities to

perform new roles and responsibilities must continually be developed among employees.

However, it looks that HRD function has a long way to go in introducing a system of

potential appraisal as:

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1. Identification of functions in the organization and qualities required to

accomplish these functions;

2. Methods and instruments to measure these qualities;

3. Continuous potential assessment of each employee to perform upper level

roles;

4. Elevation policy and appropriate feedback.

The basic philosophy of HRD is that individuals in an organization have

unlimited potential for growth and development and their potentialities can be developed

to perform further higher roles through appropriate efforts, and employee’s potentiality

can be tapped effectively only if the right climate is prevailing in the organization.

**5. Organization Development**

Organization Development (OD) as an approach to planned change in

organizations has been widely used in recent years. Udai Pareek defined it as; “a planned

effort, initiated by process specialist (s) to help an organization develop its diagnostic

skills, coping capabilities, linkage strategies in the form of temporary and semi

permanent system and a culture of mutuality”.

Warren G, Bennis defines OD as a complex educational strategy intended to

change the beliefs, attitudes, values and structure of organizations so that they can better

adapt to new technologies, markets and challenges and the dizzying rate to change itself.

Dale S. Beach defined OD as a complex educational strategy designed to increase

organizational effectiveness and wealth through planned intervention by a consultant

using theory and techniques of applied behavioral service. Wendell and Bell Jr. stated

OD as a long range effort to improve an organizations’ problem solving and renewal

processes particularly through a more effective and collaborative management of

organization culture-with special emphasis on the culture of formal work teams- with the

assistance of a change agent or a catalyst and the use of the theory and technology of

applied behavior science, including action research. OD therefore, is a planned effort

made by an organization, using process specialists, to create healthy and self-renewing

process. This helps in improving upon the organization’s health and a favorable work

climate. Hence, the culture created through OD efforts may be considered helpful in

nurturing development of human resources.

Organizational development efforts broadly aim at improving the organizational

effectiveness and job satisfaction of the employees. These aims can be attained by

humanizing the organizations and encouraging the personal growth of individual

employees. Specifically the OD objectives are:

1. To increase openness of communication among people.

2. To increase commitment, self-direction and self-control.

3. To involve the members in the process of analysis and implementation.

4. To encourage the confrontation regarding organizational problems with a

view to arrive at effective decisions.

5. To enhance the personal enthusiasm and satisfaction levels.

6. To increase the level of trust and support among employees.

7. To develop strategic solutions to problems with high frequency.

**6. Rewards and Incentives**

Rewarding employee performance and behavior is an important instrument of

HRD. Appropriate rewards not only recognize and motivate employees they also

communicate the organization’s value to the employees. In HRD systems, innovation and

use of capabilities are rewarded in order to encourage the acquisition and application of

positive attitudes and skills. Typical rewards include certificates of appreciation,

newsletter announcements, increase in salary, bonuses, special privileges, and desired

training. An ‘incentive’ or ‘reward’ can be anything that attracts a worker’s attention and

stimulates him to work. In the words of Butack E.H., “An Incentive scheme is a plan or

programme to motivate individual or group performance. An incentive programme is

most frequently built on monetary rewards (incentive pay or a monetary bonus), but it

may also include a variety of, non-monetary rewards or prizes”. It does not include (i)

wages and salary payments and merit pay, (ii) over-time payments, pay for holiday

work or differential according to shifts i.e. all payments which could be considered

incentives to perform work at undesirable times and (iii) premium pay for performing

danger tasks. It is related with wage payment plans, which tie wages directly, or

indirectly to standards of productivity or to the profitability of the organization or to both

criteria.

**7. Employee Welfare Activities**

It is an established fact that welfare measures protect the workman, conserve his

energy and keep the worker’s behavior in desirable manner, Some welfare benefits like

medical, insurance, disability insurance, holidays, vacations and housing must be

provided by the organization in order to maintain their work commitment and motivation.

HRD system focuses on employee welfare and quality of work-life by continually

examining employee needs and meeting them to the extent feasible.

**8. Counseling**

Counseling serves several purposes in any organization. It is helping the

employee to recognize his own strengths, weaknesses and potential, helping him to

prepare action plans for his own development, helping the executives to understand the

limitations of his seniors and problem of juniors and also helping in evaluating the impact

of their decisions and so on. This would help the employees in overcoming the barriers

emanating from either their ignorance or poor knowledge in the field. Counseling is a

means and not an end in itself. It is an effective HRD instrument in helping people

integrate with their organization and have a sense of involvement and satisfaction.

Performance counseling essentially focuses on the periodical analysis of performance on

the job and identification of training needs for future improvement.

**9. Human Resource Information Systems**

A corporate human resource information system needs to be developed and

commissioned, which enable the storage and processing of all important man power

inventory data, like training programmes attended, performance records, potential

appraisals, accomplishments etc. that may be kept at corporate office to facilitate data-

based effective decision making.

**10. Task Force**

A task force is a group of most skilled employees selected and appointed by

management engaged in various functions with an orientation to problem solving. Task

forces consist of members drawn from various location/areas/fields for handling all

special tasks such as new product introduction, formulation of the major plans for

restructuring organization etc. These bodies (task forces) are given specific time targets

encouraged to design their own methodology and are given consideration, importance

and autonomy in their sphere of operation.

**11. Quality Circles:**

Quality circle is a small group of employees in the same work area, doing similar

type of work, who voluntarily meet regularly for about an hour every week to identify,

analyze and resolve work related problems not only to improve quality, productivity and

the total performance of the organization, but also to enrich the quality of work life of

employees. There is a misconception that quality circles and task force are one and the

same. But quality circle is not task force but the former is broader than the later.

**Job Rotation**

Job Rotation involves periodic assignment of an employee to completely different

sets of job activities. One way to tackle routine work is to use job rotation. The move

away from purely generalist training, a history, constitution, procedures etc. towards

specialized training, has also made possible rotation and transfer more purposive. The

earlier concept of jack-of-all-trades generalist who can handle any assignment is giving

way to better fitment of role and person. Thus, when an activity is no longer challenging,

the employee is rotated to another job, that has similar skill requirements and is at the

same level. The strength of job rotation is that it reduces boredom through diversifying

the employee’s activities.