Chapter I

Introduction
Relationships are central to social work practice (Wilson et.al. 2008). The purpose of social work practice are to assist individuals/groups/communities to identify and resolve or minimize problems arising out of disequilibrium between themselves and their environment, to identify areas of disequilibrium between individuals (or groups or communities) and their environment in order to prevent the occurrence of disequilibrium and in addition to these curative and preventive aims, the purpose is also to identify, and strengthen the maximum potential in individuals, groups, and communities (Bartlett 1958). Social workers have a goal to help clients to live a productive life in their own community and links clients with services, resources and opportunities which they are seeking (UNESCO 2000). Social work, as a profession, deals with many aspects of human conditions in difficult environmental, social and emotional situations (Kendall 1974). The focus of Social Work profession is on both the person and the environment and the interaction between them (Gibelman 1999, cited by Segal et.al.2010). Social work is a profession which helps both the society and the people within it to function better for each other (Barlett 1970, cited by Segal et.al. 2010). At micro level practice it helps individuals to fit better into their environments and in macro level practice it changes the environment so that it works better for individuals (Segal et.al.2010). Social Work promotes social change, problem solving in human relationships, the empowerment and liberation of people to enhance well-being and intervenes at the points where people interact with their environments (IASSW & IFSW 2001). Social Work practice is concerned with maintaining individual and society as a whole with negotiating the interdependent relationship between each individual and society (Davis M., cited by Davis A. 2007). Social Work is particularly concerned with human problems of living and its aim is to promote human welfare through the prevention and relief of suffering of human beings (Butrym 1976). Social Workers intervene with the people in social problems by helping them to regain their control over their situation (Dominelli 2009). Social Work arises where systems of reciprocity, sharing and redistribution (Both formal and informal) begin to break down and are replaced with merely contractual exchanges which lead to lose of protection of individuals (Jordan 1997). The helping process of Social Work emphasizes on advocacy to create such a ‘Societal Condition’ that can lead to a stronger sense of mutual dependence between persons and their situation or environment (Colby & Dziegielewski 2004). Aim of Social Work is to enhance the coping mechanism and problem solving capacity of people and linking them with the systems from where they can be able to obtain resources and services for their effective functioning.
The purpose of Social Work practice is to promote the development of equitable relationships and development of the power of the people to have control over their own lives and hence to improve the interaction between the people and their social arrangements (O’Conner et.al 1991 2006). Social Work Practice is framed by the ideologies that attend the issues of mutual dependence between the persons and their environment, their psychological well beings and the functioning of social institutions towards economic, health and safety concerns of individuals, groups and communities (Tangeberg & Kemp 2002). Social Work has been grown out of the humanitarian and democratic ideals and its values are based on respect for equality, worth and dignity of human beings (Hefferhan 2006). Social Work is both the art and science of service providing towards enhancing the interpersonal competence and social functioning of people, both individually and collectively (Wiltse 1942, 1974). Since its onset as a profession Social Work practice has always kept its focus on meeting human needs and developing human potentials (IFSW 1994 as cited by Hefferhan 2006).

Social Work concerns itself with human beings where anything hiders their growth, their expanding consciousness and their increasing co-operation (Raynolds 1935 as cited by Payne 2006). Social Work should have the aim to work in co-operation with the individuals in such a way that their potentials can be given the fullest possible scope to be flourished in relation to their own community (Simey Report 1947, The Constitution of BFSW as cited by Payne 2006). Social Work activities can be grouped into three functions: restoration of impaired capacity, providing individual and social resources and preventing social dysfunctions (Bohem 1958 as stated by Payne 2006). Social Work is an accountable profession for enabling individuals, families, and groups etc. to identify their personal, social and environmental difficulties and also to manage those difficulties through supportive, rehabilitative, protective and corrective action (CCETSW 1991, cited by Payne 2006). In Social Work practice the worth and dignity of Human being has been continuously emphasized (Mazumdar 1999). Social Work is the conscious, purposeful and disciplined use of ‘Self’ in understanding ourselves and others (Goyal 1999). Social Work practice can be claimed as an embodiment of Social Conscience which can equally be called an element in Man’s awakening (Younghusband 1964 p 103-109). Motivation of the clients and mobilization of their resources are the keys of social work helping process (Kumar 2005, p 35-58). Considering the aforesaid views and explanations it can be further elaborated that Social Work, as a profession, deals with the interpersonal relations of human beings and
their relations with their social environment and the main mission of Social Work Practice is to enhance effective social functioning by facilitating the transactional relationship between individual(s) and environment (Bogo & Herington 1986; Gordon 1965; Levey 1973; Timms 1983; Timms & Watson 1978; Woodsworth 1984; Yan 1998—as cited by Tsui & Chan 1999). Social Work is always engaged in the helping of individual human beings who face; in their social relationships; all sorts of disturbing inadequacy, frictions, limitations that frustrate the full realization of their own capacities and wants as persons. Therefore, the service of Social Work is directed primarily to freeing and helping individuals to find and to fulfill themselves, their own unique selves within the society of which they are a part (Pray 1942 cited by Payne 2006). More specifically it means, Social Work, as a profession, tries to find out the causes of disequilibrium in the interpersonal relationship of the people and their relationship with their social environment that hinders the fulfillment of their own selves and achieve their needs; as well as, using the interpersonal and social relationships as central helping tool Social Work tries to enable the people to find out their own capacities and potentials and use them to solve their problems, achieve their needs and repair the hollows within their relationships. Therefore, the pioneers of Social Work always emphasized on the importance of personal relationships in Social Work practice for creating a bond of mutual respect and understanding with persons to be helped and using that relationship in their interest, working with their strengths and expecting that they would become more able to help themselves (Younghusband 1964, p 36-45).

The second phase of the industrial revolution in Europe within 1918-1944 was the period between the two world wars. The threatening experience of the 1st and 2nd World Wars led to depression and need for sustainable measures for safety and security of the workers. The concept of ‘Protection’ of working people was initially came into effect when a large number of Industries were set up and huge number of people were migrated to the industrial surroundings to become industrial labours and formed colonies there. During this period the social environment of the industries started become more complex as well as the problems and needs of the workers became diversified. In this period Trade Unions were organized to protect the workers from exploitation and thus a movement for workers better living and working conditions was started. This movement was called the movement for ‘Industrial Betterment’ (Tyson & York, 2000). Thus pressures came over the employers for arrangement of Welfare services for their workers. Arrangements for health and safety services for workers in the workplace were the common
features of such welfare activities. However these services that time was piece meal in nature and depended largely on the willingness of the employer. For managing of such welfare activities during the late 1940s full time Personnel Managers was started engaging by the employers. These Personnel Managers were engaged for management of pension, remuneration, rehabilitation and other welfare services for employees. Simultaneously the involvement of Government and International Organizations in managing the workers’ welfare prepared a ground to amend various Acts and Policies for protection and security of workers. These acts and policies included Regulations related to employee’s training and skill building, equal wages, workplace security and rehabilitation etc. For implementation of such social security measures and welfare policies it required trained professional such fields. Thus began the scopes of involvement of social workers in industries as the managers of such services. This trend for arrangement of mere welfare activities and social security measures was continued up to the 1970s. The Technical Assistance Office of the United Nations, Geneva and the International Federation organized two International study groups on the functions and working methods of personnel social workers. The report of these study groups formed the basis for development of the concept of Industrial social work which was presented through the Report of European seminar on Personnel social Work, held under the European Social Welfare programme in the year 1961. From the very beginning of 1980s significant advancement in the knowledge domain of social sciences such as industrial psychology, industrial sociology etc was evident which brought notable change in the mentality of the employers towards the workers that they were psycho-social entities rather than only material resources. This was the period when the concept of development and utilization of the employees as Human Resources came into force. From this period the arrangement of merely some welfare and safety measures for the workers was started to be viewed insufficient for betterment of their productivity, potentials, relations, psycho-social conditions, motivation and environmental belongings as well as to fulfill their psycho-socio and economic needs etc. Thus the task of the Industrial social worker became more significant which enabled the social workers to practice both personnel and social work tasks in industries. From that very phase the domain of activity for industrial social work was extended into the four basic areas viz.

- To help employees to develop their inner resources and potentials and to mobilize other resources within the organization to make them more efficient in their job responsibilities.
To help workers in their personal and family difficulties and to liaison between the working environment and the personal set ups towards solving personal and family problems and to ensure a productive work life.

To help the workers for better adjustment to their working hours, working conditions and work groups and to help management in evolving suitable working hours, working conditions and work group for them and

Induction of the employees and to assist the "work community" as a whole to function in better way. *(Cheeran, Joseph and Renjith 2015, p315)*.

The report of the European seminar on Personnel social Work in 1961 proposed to prefer the term ‘Personnel Social Work’ in place of ‘Industrial Social Work’ because of the extended scopes of the profession beyond the industry. The report defined Personnel Social Work as a systematic way of helping individual and groups of workers towards a better adaptation to their working situation. Then the concept of ‘Occupational Social Work’ was emerged instead of ‘Industrial Social Work’ and ‘Personnel Social Work.’ Occupational Social Work was broadly defined by NASW as a specialized field of social work practice, which addresses the human and social needs of the work community through a variety of interventions, which aims in to foster optimal adaptation between individual and their environments. It was also asserted that practicing occupational social work the social worker might address a wide range of individual and family needs, relationships within organizations and the broader issues of the relationship of the world of work to the community at large. *Straussner in 1998 (cited by Cheeran, Joseph and Renjith 2015, p315)* introduced a typology of 5 models of occupational social work viz.

**Employee Service model:** This model emphasizes on worker's micro level system in which employees and their families function. Under this model the social workers need to function as counselors for employees and their families in time of need, referring employees to other helping agencies, make advocacy with management regarding individual employee’s problems. The broad range of social, psychological, vocational and financial needs of workers and their families are tried to be met through this model of practice.

**Consumer Service Model:** This model focuses on intervention at a broader level within the same industrial set up. This model views employees as consumers and assists them in identifying their needs and makes advocacy to in favour of the workers to meeting the needs.
Social workers here need to work with workers as consumers towards assessing their needs, developing strategies to meet the identified needs, identifying and providing resources to meet such needs, serving as a liaison between individual worker or group and social services agencies and developing outreach programmes to meet employee needs.

**Corporate Social responsibility Model:** This model emphasizes on linkage of organizational resources with the community within and surrounding. Under this model the social workers could ensure development and welfare of the employees within and their families surrounding the industries by using resources from the industry.

**Employee/work Organization Service Model:** This model of practice is aimed at influencing organizational policy in the areas of health and safety practices, conflict resolution, benefit structures, training and development of employees and affirmative action.

**Work-related Public Policy Model:** This model aims into influence public policies in favour of the workers’ need in terms of health, safety, recreation, welfare and development. Under this model the social workers needs to influence or develop social policies related to the world of work which include needs of a particular workers’ community within an organization or the working population as a whole.

JRD Tata once stated that good human relations in workplace not only bring great personal rewards and satisfaction for employees but are essential to the success of any enterprise. Human Resource Management stands for recognizing and channelizing the uniqueness, talents, potentials, capabilities and strengths of human beings in work place, to develop their productivity as well as to ensure protection of rights, social security and justice for them. Human Resource Management is a term which stresses the development of people as assets rather than their control as costs (*Tyson & York, 2000*). Human resource management includes the processes of employment, development and well-being of the people working in the organization (*Armstrong2009*). This process involves all the attempts that affect the nature of the relationship between the organization and its employees (*Beer et al.1984 as cited by Armstrong2009*). Human Resource Management is concerned with development and maintenance of the employee-employee relations and employee-employer relations in the organization (*Lal Das 1991*). The quality of interpersonal relationship is one of the significant determinants of
employees’ productivity and organizational effectiveness (Narang & Singh 2010). The HRM style of any organization is emerged out of the socio-political and cultural framework of the people who are managing and are being managed (Kundu 2000). Employee’s engagement with the job is one of the vital components for consideration under HRM because it has a positive relationship with productivity, profitability, safety, employee relation and customer satisfaction (Buckingham & Coffman 1999, Coffman, Gonzalez & Molina 2002, cited by Sharma, Sharma & Gitanjali 2010). Factors like interpersonal relationship in workplace, balance between personal life and professional life and employee’s own value system are very much important factors to ensure positive engagement of employees’ with their job (Sake 2006, cited by Sharma, Sharma & Gitanjali 2010). For selection and deployment of Human Resources under HRM practice the employer organization should have an obligation to utilize its employees’ abilities to the fullest and to give all employees chances to grow and realize their full potentials (Narang & Singh 2010). Human Resource Management emphasize on treating each employee as individual (Ivancevich & Richard 1995) with uniqueness in terms of physical appearances, experiences, personality, attitudes, aspirations etc. (Diwan 1997). Empowerment of employees through their participation in decision making and self-management of work through appraisal by their groups or peers in working places are the two significant approaches in now a day’s HRM practice (Byars & Rue 1997). HRM emphasizes on the solution of employment problems for achieving organizational objectives and facilitate employee development and satisfaction (Ivancevich & Richard 1995). Perception of the worker about the work, personality of the worker and personal abilities, work group in which the worker belongs in workplace and motivational aspects of the workers are the major Human factors at work (Dessler 1985p258) which must be considered with maximum importance in Human Resource Management. Human Resource Management includes the process of socializing the people, selected for job, to integrate them with the Organization, train them to increase their functional skills and develop them for future roles, place them in right tasks motivate them for better performance and inculcate in them a sense of belongingness (Bhattacharya 2002 p10) Intervention with the problems of Human factors of an Organization is the concern of HRM practice so that the individuals within the organization can make their maximum contribution to the accomplishment of common goals there and at the same time achieve social satisfaction. HRM is the process of binding people and organization together towards accomplishment of the goals and objectives of each of them (Ahmed 2004). Quality of
Work–life, productivity and readiness to change are the three basic outputs of HRM practice (Decenzo & Robbins 1989). Human Resource Management of an organization must have a focus on developing employee competencies and influencing employee behaviour in order to satisfy employees’ needs for security and growth as well as accomplishment of the organizational goals (Narang & Singh 2010 p25). HR Management can be defined as a planned activity for overall growth of an individual or a group of individuals within the organization by providing them relevant learning experience in terms of different tasks, functions and roles (Venkatesh 2008 p165). Since every organization is made up of people, acquiring their services, developing their skills, motivating them to high level of performance and ensuring that they can continue to maintain their commitment to the organization are essential to achieving organizations’ objectives (Kundu 2000). Therefore, it can be explained that Human Resource Management may be divided into for basic tasks viz. Acquisition of Human Resources, development of Human Resources, motivating the Human Resources and maintenance of Human Resources (DeCenzo & Robbins 1989 as cited by Kundu 2000).

Looking into the aforesaid concepts and ways of intervention for industrial social work or occupational social work practice and HRM at the same instant one can clearly understand the consanguinity of these two concepts. The practice of Human Resource Management, where it aims into resolve the disequilibrium in workplace relationship or employee-employer relationship and when it aims into identify, utilize and channelize all of their potentials and inner resources to develop their productivity, the process of Social Work intervention strongly finds its way into the domain of practice of HRM and vis-à-vis.

**Rationale of the study:** Industries are made up of people and function through people. This is the most precious and important resource among all other resources as all the other resources of an industry such as material, machines, capitals (Money) are collected, co-ordinated, utilized and sustained by people. Improper utilization and management of people of an industry or organization therefore, leads to poor utilization of other resources and low productivity. HRM is an approach to manage over the people of an organization, based on four basic principles viz.

- Effective Human Resources Management is the key to success for an organization as human resources are the most important assets of an organization.
• The success of an organization is most likely to be achieved if the HR policies and procedures are designed to make major contribution to the achievement of corporate objectives and strategic plans of the same.

• Success of an organization can only be ensured if HRM is concerned with integration or getting all the members of the organization involved and working together with a sense of common purpose. (Lalchandani 2007).

For effective management and utilization of Human resources one must not forget that people are psycho-social beings with feelings, thoughts, emotion, desires, value systems and limitations and each and every human being is unique in terms of all the aforesaid qualities. Therefore, mechanical and violent use of Human resources may bring disaster to an organizational set up. Simplicity in terms of interpersonal communications and relationships in between employees and administration, opportunities for personal growth of the employees in terms of standard of living and intellectual and moral development and measuring the success of an organization in terms of human scale i.e. personal, professional, moral, spiritual, socio-economic and socio-political growth of the individuals within the organization may therefore, lead to ultimate success and productivity of the organization (Lal 2005). The ‘Howthorne Experiment’ by Elton Mayo (1924-1932) in Howthorne Plant of Western Electric Company near Chicago shows that Social Environment of a plant has a positive influence on the productivity of the employees. This social environment includes interpersonal relationship among employees and relationship between employees and their supervisors and management. Positive interpersonal relationship among employees of a plant as well as sympathetic supervision can reinforce the employees’ motivation and increase their productivity. This study also shows that participating in groups or teams in workplace has impacts on the productivity of employees as the group pressure and group pride can increase their performance. According to Mayo, employees are social beings who are motivated by their social needs, their interpersonal relationship in their workplace reinforces their job involvement and motivations and their work group impact is necessary to increase their productivity. In short this experiment of Mayo reflects the importance of human relationship and sense of belongingness in workplace in case of effective management of human resources of an organization.
In India the development of modern industries began in the middle of the nineteenth century with the advance of British rule. The focus was started shifting from small local manufactures to the development of plantations, cotton mills, jute mills and other large industries. Emergence of labour welfare officers was first seen in the Cotton Textile Mills in Bombay and in jute industries in Calcutta in the 1930s. This was initiated in accordance with the stipulation of the Royal Commission on Labour in the year 1931. Requirement of labour and settle down the issues of grievances of the workers were the main tasks of the initial labour welfare officers in India. Simultaneously in the year 1930 Sir Dorabji Tata Graduate School of Social Work was founded in Bombay. The initial emphasis on training of social workers there included the methods of practice for welfare of workers in industries. The initial Five Year Plans also emphasized on the provision of services and facilities for industrial labours such as arrangement for health services, social security schemes, housing, welfare funds, recreational centers etc. Thus the scopes of involvement of trained Social workers as managers of such services became increased significantly in India. Due to financial insufficiency in India complete mechanization is not possible in industries. In India the resource that is available in abundance is human resource. Involvement of Indian workforce in industrial sector is rapidly increasing. In the year 2000 the share of work force in industrial sector was 16.1% which has been increased up to 24.7% in 2012.

The above figure shows the continuous increase of share of labour forces into the industrial sector in India. The graph says that over a period of 10 years starting from 2000 to 2010 the percentage of workforce has been increased in an average rate of approximately 3% in each 5 years period i.e. from 2000-2005 but the figure below indicates a rapid increase of 2.3% over a period of only 2 years i.e. from 2010 to 2012.
In the event of rapidly increasing involvement of human resources in industrial sectors in India it is very much required to identify the worthy ways to intervene with this Human Resource for the fulfillment of their needs and rights so that they can contribute in productive way for the achievement of organizational goals. In industrial set up there is always a wide requirements for employee’s comprehensive physical and mental involvement, interpersonal relationship with each others, welfare and social security measures for their retention and shaping of such an environment where they could freely express their needs, expectations and problems and seek effective measures of meeting needs and attend solution of problems. These are essential factors for effective functioning of the workers in industries. From the literatures reviewed it was found that, interpersonal relationship of the workers with each other and with management as well, involvement of the workers within the work-groups, existence of non-discriminating environment within the workplace in terms of age, class, caste, religion, languages etc, need based job involvement of the workers, quality of work-life and personal and family wellbeing are the essential requirements of the workers in industries for higher productivity. Social Work is focused on increasing human productivity by offering them a favoured environment for expressing their needs and expectations and utilizing their talents, potentials and capabilities. The domain of Social work practice involves wide knowledge base related to human development and human behavior. With the help of such knowledge Social Work could use inter-personal relationships of people, their psycho-social dimensions, their group involvement and their community participations towards the solution of their problems. The skills of social work practice related to counselling, human relations, communication, identification and channelizing the needs and potentials of people could ensure effective functioning of employees. In industrial set ups severe psycho-social problems like alcoholism, drug addiction, absenteeism, gambling etc. were found predominant. Using of social case work, social group works, and community organization could ensure effective solutions for such problems.

In this context the research was decided to be conducted to explore the scopes of Social Work intervention in Human Resource Management in light of interpersonal relationship of employees within workplace, their work group involvement, their psycho-social problems and needs, personal relationships as well as their relationships with the supervisors.