

Impact On Human Resource Development

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Abstract

The human is by far the most important. The importance of human factor in any type of co-operative endeavor cannot be overemphasized. It is a matter of common knowledge that every business organization depends for its effective functioning not so much on its material or financial resources as on its pool of able and willing human resources. The product of any manufacturing organization by itself is not enough to win customers. The human resources become even more important in service industry whose value is delivered through information, personal interaction or group work. This is the only resource which can produce unlimited amounts through better ideas. There is no apparent limit to what people can accomplish when they are motivated to use their potential to create new and better ideas. No other resource can do this.

Introduction

In today's globalization era, trade, business and industrial scenario is changing rapidly. Taking into consideration the industrial sector, the progressive industries have long back realized that change is inevitable in every aspect of the industry, like practices and other aspects which touch upon the whole gamut of manufacturing activities. The leading organizations of Pune like Cummins India Limited, Telco, Bajaj, Kirloskar Oil engine Limited etc are making efforts to adopt these changes. New methods of management such as shared vision, team building, kaizen (continuous improvement), Total Quality management etc. are being tested at shop floor level of the organizations. This changing industrial scenario gives emphasis on customer satisfaction, broad application of quality concepts and participation of all employees in production process, which has given raise to a new concept of training programmers for workers. Post-liberalization era has brought major changes in HRM/D culture in India. Indian organizations have started realizing the need to be proactive rather than reactive while managing their human resources.

In order to respond to cut throat competition created by opening up of the Indian economy, the organizations have initiated innovating changes in their HR practices. Firms are increasingly realizing the importance of the principle of mutuality in the sense that they know they cannot tread the growth path alone, but only with their employees. They need to maintain good relations with employees, treat them fairly, show concern towards their well-being and adopt a more humane approach. It necessitates that whatever HR practices an organization introduces, it must meet both organizational as well as individual goals. Now Industrial organizations are fast changing and keeping

What is human resource development?

Before define H.R.D., it will be practical to define the term "Management" first, because this concept will be much easy to understand with the knowledge about the term "management". There are as many definitions of management as there are books on the subject. Frederick (1903) has defined management as "knowing exactly what you want men to do and then seeing that they do it in the best and cheapest way".

1 However, the process of management itself is not as easy as this definition. The more relevant definition was given by Griffin

2 in 1984. He said “Management is the process of planning organizing, leading and controlling an organization’s human, financial, physical, and information resources to achieve organizational goals in an efficient and effective manner. By this definition we can define a manager as a person whose basic activities are a part of the management process or in easy word who plans, organizes, leads, and control all the four resources. From the management definition above we can conclude the definition of Human Resource Management as “the process of planning, organizing, leading, and controlling an organization’s human resources to achieve organizational goals in an efficient and effective manner”. The Institute of Personnel Management in England has published the following definition.

3 “Personnel management is that part of management concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization the men and women who make up an enterprise and, having regard for the well-being of the individual and of working groups to enable them to make their best contribution to its success”.

4 In easy words, human resources management is concerned with human resources planning, recruiting, selection, training and development, designing compensation and benefit system, designing performance appraisal systems, and discharging low performing and/or problem employees.

A human resource manager is a person concerned or involved in these kind of activities. The part of Human Resource Management which is concerned with the development of Human Resources is called “Human Resource Development” and refers to teaching managers and professionals the skills needed for both present and future jobs or can be defined “as a step taken by the organization to foster learning among employees”. Human Resource Development is both-specific and career-specific.

The topic of human resource development is not new in developed nations, but unfortunately it is the most neglected field in the developing nations. Managers, supervisors and employees all require training and continual development if their potential is to be Fourth Quarter, 1990 3 Pakistan Management Review utilized effectively.

Human resource training has become increasingly vital to the success of a modern organization. Rapidly changing technology requires that employees possess the knowledge and skills necessary to cope with new processes and production techniques. The growth of organization into large, complex operations whose structures are continually changing makes it necessary for managers, as well as employees, to be prepared for new and more demanding assignments. There has been a definite trend in recent years for organizations to take a broader view of resources by creating career development programs. Such programs involve attempts to develop the employee’s career in a way that will benefit both the organization and the individual.

Human Resource is one of the four factors of production and are absolutely critical for any type of organizational functioning. Organizations are coming to realize that performance of any firm is dependent upon the effectiveness of their human resources. The job of recruiting and selecting talented and experienced people is not the last but the first step in building an effective work force. In this era of twentieth century, we should recognize the importance of human resources because the next century will bring more rapid changes in every walk of life and those organizations will be the winners that have invested in human capital.

HRD Objectives

1. To build a structure and a framework for faster dissemination of information, ideas, trends, benchmarks and best practices.

2. To architect a learning process where employees will have ample opportunities to self develop.
3. To implement HRD training solutions and interventions for upgrading knowledge, skills and attitude of all employees for qualitative improvement in performance.
4. To integrate HRD with business strategy and implement HRD interventions keeping pace with the changing business scenario and latest trends in technology and management.
5. Establish strategic alliances with national/international management/educational institutes and the industry to inculcate an outside-in perspective and a global mindset.
6. Extend HRD interventions for the development of stakeholders.

Research Methodology

The increasing global competition forced Indian organizations too to give top priority to the issues of human resource development (HRD). In today's globalization era, trade, business and entire industrial sectors are changing rapidly. Taking into consideration the industrial sector, the progressive industries have long back realized that change is inevitable in every aspect of industry; like practices of management, welfare of workers, human resource development activities and quality of work life etc.,

New methods of management such as, shared vision, team building, and the concepts like Kaizen, Total Quality Management, Quality Circles and Six Sigma etc. are being tested on shop floor level. This changing industrial scenario gives emphasis on customer satisfaction, broad application of quality concepts and participation of all employees in production process, which has given rise to new concepts in workers training programmers under HRD activities.

Opportunities in Human Resource Development:

Instructional Designer:

Identifies needs of the learner, develops and designs appropriate learning programs, and prepares materials and other learning aids. Outputs include program objectives, lesson plans, and intervention strategies.

Instructor/Facilitator:

Presents materials and leads and facilitates structured learning experiences. Outputs include the selection of appropriate instructional methods and techniques and the actual HRD program itself

Program Evaluator:

Assesses HRD practices and programs using appropriate statistical procedures to determine their overall effectiveness and communicates the results to the organization. Outputs include research designs, research findings recommendations, and reports.

Performance Consultant (or Coach):

Advises line management on appropriate interventions designed to improve individual and group performance. Outputs include intervention strategies, coaching design, and implementation.

E-Learning Consultant:

Advises management on design and implementation of e-learning programs, Outputs include selection of appropriate courses, design, and implementation

Program Designer:

Assists HR management in the design and development of HR systems that affect organization performance. Outputs include HR program designs, intervention strategies, and implementation of HR programs

Individual Development and Career Counselor:

Assists individual employees in assessing their competences and goals in order to develop a realistic career plan. Outputs include individual assessment sessions, workshop facilitation, and career guidance.

Organization Change Agent:

Advises management in the design and implementation of change strategies used in transforming organizations. Outputs include more efficient work teams, quality management, intervention strategies, implementation, and change reports.

Organization Design Consultant:

Advises management on work systems design and the efficient use of human resources. Outputs include intervention strategies, alternative work designs, and implementation.

HR Strategic Advisor:

Consults strategic decision-makers on HRD issues that directly affect the articulation of organization strategies and performance goals. Outputs include HR strategic plans and strategic planning education and training programs.

Proficiencies required for the Successful HRD Manager

To fulfill numerous responsibilities assigned to them and execute several different HRD programmes, a HRD manager should be competent enough to handle the responsibilities and to carry out the tasks assigned at his desk in a well-defined, coordinated and organized manner. The process of management comprises of four crucial steps embracing the people i.e. “Getting them, preparing them, activating them, and Keeping them”. And all these activities depends upon the skills, proficiencies, capabilities, dedication and the involvement of people responsible for HRD and the top managers.

For carrying out the job in a superfluous manner, a HRD manger need to have certain traits, qualities, skills, potential, features, potential, vision etc., else wise their performance will be affected and they will face many difficulties in performing their duties. Although there are many qualities which a successful manager must possess, but there are few which have been mentioned here:

f The manager should have a positive attitude toward life and work.

f She/he should be a keen learner. f

A HRD manager should also be a good listener. f

He should have enough patience to wait till his actions bear fruits. f

She/he should be of helpful nature.

She/he should be responsible enough to initiate things on his own, must possess the leadership quality.

f She/he should have good communication skills.

f She/he should be objective in their approach.

f She/he should have the ability to design and co-ordinate training programmes for managers, supervisors, and workers.

f She/he must possess the cognizance ability of business to hold a tight grip over it. f

A HRD manager must possess a thorough knowledge and understanding of individual and group behavior. f HRD manager must possess an in-depth and up to date knowledge and happenings in the field of human resource development.

f A HRD manager should be articulate in his practice of dealing with people and issues.

f A person who is being assigned the job of a HRD manager must broaden his mindset.

f She/he should be impartial and justified. f

A HRD manager must possess the sharp and updated knowledge of tools and techniques so that he/ she could market the human resource development programmes to the top management in an eloquent manner.

f She/he should be proactive, i.e., a HRD manager should take initiative in introducing and implementing new ideas. f

A person managing Human resource should set his mind free from red tapism and bureaucracy.

f She/he should have a broad farsighted vision, so that policies could be formulated keeping in mind the dynamism of time, and to manage the challenges of time.

f A manager should have a sense of belongingness and loyalty towards the organization she/he working with. f

He should have high extension motivation, i.e. a desire to help others. He should be prepared to sacrifice his own personal goals for the benefit of the group In the context of qualities and traits of a HRD manager Sofo: 1999 argued with the senior management that, “they must understand the internal and external factors that impel the need for organizational transformation...assist in setting the overall strategic direction in relation to HRD...establish appropriate and support structures that communicate, reinforce and institutionalize the new behaviors, values and attitudes, and ensure the success and sustainability of the change effort”.

Future Perspectives of HRD

With the advent of globalization, industries and firms are bound to face the challenges of the new times. To survive in this era of cut-throat competition, organizations requires bold, innovative and dynamic workforce otherwise, they are eased out of the main stream of management in the corporate world. It is the responsibility of the HRD strategists to have a farsighted vision in framing, formulating, and implementing such strategies which could exploit the opportunities available in present scenario to beat the competition. Looking one step ahead is the sign of a smart thinker; therefore a HRD manager must broaden his horizons of creativity and innovations to trace out the better prospects for growth of HRD. Certain perspectives have been analyzed and discussed here. These are as follows:

f Advancement in Technology.

f New and Diverse customers.

f Changes in the sources of raw materials and financial resources.

f Corporate Restructuring. f

Modification in the structure of Industries.

f Changes in the regulatory framework of Government regarding corporate governance.

f Downsizing of organizations/enterprises.

f Mergers and acquisitions. f

New and revised corporate strategies.

f Work simplification methods/ processes. f

Exploration of newer markets and alteration of existing markets. f

Diversification of products and services

Human resource constitutes the most valuable asset in the context of development and growth perspectives in any organization. Relative performances of nations, regions of economy, Industrial Sectors as well as corporate enterprises are critically linked to the quality of human contributions. Hence, it is the utmost responsibility of the HRD managers to look after the desired areas of concern for the persistence of development of skills and knowledge of the work force by making arrangements to make sure that these needed developments took place in a well-organized and cohesive manner.

Conclusion

Therefore, in the present chapter the concepts and the origin of HRD have been discussed at length along with its critical perceptions and the sub-systems and philosophy of HRD. The Indian perspective involves the study of the present conditions and also the objectives related to the concept. The next chapter would deal with the delineation of the overview of the growth and development of the Indian telecommunication Industry in the past years till date.

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