



Human resources development system in changing global environment: A challenging task

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Abstract

Management is concerned with the accomplishment of organisational objectives by utilizing its physical and financial resources through the efforts of human resources is a challenging Task in organisations in these days face various risks and challenges. The competitive business environment of the 21st century is highly global, customer centric, talent dependent, information based, fast paced, continually changing, technology driven, forging new partnerships and alliances, increasing organisational vulnerability, unstoppable capital flow, continuous learning and open to everyone. Against this backdrop, business organisations have to grapple with acquisition, support, development and retention of human resources, increasing productivity and quality service and build appropriate culture, leadership, innovation, accountability, commitment and readiness of human resources.

Keywords: human resources; changing environment; task

Introduction

Management is concerned with the accomplishment of organisational objectives by utilizing its physical and financial resources through the efforts of human resources. The term 'Human Resources' is quite popular in India with the institution of 'Ministry of Human Resource Development in the Union Cabinet'. According to Leon C. Meggionson, the term 'human resources' can be thought of as, "the total knowledge, skills, creative abilities, talents, and aptitudes of an organisation's workforce, as well as the value, attitude and beliefs of the individuals involved" [1]. Human Resource refers to the talents and energies of people who are available to an organisation as potential contributors to the creation and realization of the organisation's mission, vision, values and goals. Development refers to a process of active learning from experience, leading to systematic and purposeful development of the whole person: body, mind and spirit. Human Resources Development can be viewed fundamentally as an approach or strategy to achieve integration between the individual employee and the organisation by developing an appropriate mutual relationship. The problem of integration arises from the fact that organisational interests and individual interests do not automatically coincide. In their drive to fulfill objectives such as growth and profits, organisations normally tend to function in ways that neglect or violate the interests and needs of individuals. Integrating the individual with the organisation, therefore, requires conscious and deliberate organisational and managerial action to bridge the gap.

Although development of human beings has been in existence in one form or the other since the dawn of civilization, a planned and systematic approach to Human Resource Development (HRD) began mainly in the 20th century. HRD means an organized learning experience aimed at matching

the organisational need for human resources with the individual need for career growth and development. It involves a series of learning activities designed to produce behavioral changes in human beings in such a way that they acquire a desired level of competence for present and future roles. HRD is not a set of techniques but a process of helping people to acquire necessary competencies. It is based on the belief that everybody has a potential and a valuable asset that can be developed in an appropriate environment and support. According to Prof. T.V. Rao, a well-known authority on HRD, "HRD is a process in which the employees of an organisation are continually helped in a planned way:

- Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles.
- Develop their general capabilities so that they may be able to discover their own inner potentialities and exploit them to fulfill for their own and organisational development purposes, and
- To develop an organisational culture where superior-subordinate relationships, teamwork and collaboration among different sub-units are strong, and contribute to organisational wealth (or professional well-being) and motivation and pride of the employees"

Objectives of the study

To be precise, the study has undertaken the following objectives:

- To examine the HRD System in Global Changing Environment, and,
- To make appropriate suggestions for successful implementation of HRD practices in Indian industrial Organisations in order to get effective HRD system.

Review of the literature

Arif Hassan, Junaidah Hashim & Ahmad Zaki Hj Ismail (2006) ^[3] have conducted a study on Human Resource Development Practices as Determinant of HRD Climate and Quality Orientation with the aim to measure employees' perception of human resource development (HRD) practices.

Guchait and Priyanko (2007) ^[4] in their study on Human resource development practices and organisational commitment and intention to leave, examined the influence of HRD practices as a critical tool to make the employees more committed to their organisation which in turn would affect employee intention to stay or leave the organisation.

Smith and Catherine A (1995) ^[5] in their research on Human resource development practices and policies as antecedents of organisational commitment a model linking Human Resource (HR) practices and organisational commitment was proposed. Specifically, HR practices from five HR functions (performance appraisal, benefits, training, career development, and incentive pay) were linked to the three components of organisational commitment (affective, continuance, and normative) outlined in the Meyer and Allen (1991) model

Niedz and Barbara Ann (1996) ^[6] have conducted a study on the relationship of nurses' perceptions of Human Resource Development practices and autonomy in practice and patients' perceptions of satisfaction with nursing care and organisational climate for service This study developed and tested theory to better understand the marketing construct of service quality, in a hospital setting.

Discussions and Results

In a larger context HRD refers to empowering the people and enabling them to use their power for development of the organisation to which they belong and society at large. It refers to developing pro-activity and capacity to embrace larger issues. Considering the vital importance to human resources, they are now being treated as assets, which are most precious for the survival of the organisation. New values are being added. There has been shift from traditional master-slave relationship to the modern trusteeship system (in which employers and employees are considered as partners investing their wealth and labour respectively) and from traditional salary administration to the new Human Resource System (HRS). Human resources being a part of the organisation, HRD are a sub system of larger system i.e., the organisation. And HRD is the center of HRS and most vital for the organisational advancement. HRD includes both the development of the people and development of the organisation.

HRD has three fundamental component areas such as individual development (personal), career development (professional), and organisational development. The importance of each component will vary from organisation to organisation according to the complexity of the operation, the criticality of human resources to organisational efficiency, and the organisation's commitment to improve human resources. Organisational development was directed at developing new and creative organisation solutions to performance problems by enhancing congruence among the organisation's structure, culture, processes, and strategies within the human resources domain. The ultimate goal of organisational development is

therefore to develop the organisation's self-renewing capacity. As a result, the organisation will be able to regenerate itself over and over again as it confronts new and ever-challenging circumstances.

Growth of HRD

Set of factors which draw attention of HRD in organisations stem from changing organisational environment and organisational necessities to adapt and innovate in response to these changes. Some of these factors are:

Increasing Competition

Increasing competition requires higher efficiencies as well as better human resources to meet the challenges. Such competition also makes it difficult to recruit the right kind of people.

Expansion and Growth

Organisational growth and expansion leads to increased complexity of operation, Managers of these organisations need a higher level of managerial skills. As such the organisations require more sophisticated systems for optimum utilization of its large human resource pool.

Rapid Technological change

Rapid change in technology demands frequent changes in organisational structure and systems as well as change in the required skills. All these changes create conflict, stress and obsolescence of skills and the need to innovate solutions related to these problems.

Lack of suitable manpower

Due to lack of sufficient industrialization, increasing competition and changing technologies, many organisations face the problem of getting suitably trained and skilled people at various levels. This necessitates the organisation to develop its own human resources.

Changing needs of people

Due to various sociological changes, the needs and aspirations of the employees change from time to time. These needs are related to work benefits, career growth etc. Organisations need to develop ever – new response to these changing needs through more suitable human resource management policies and systems.

Findings on Impact of HRD on Success of the organisation

The success of an organisation depends to a large extent upon the capabilities, competence, efficiency and effectiveness of its human resources. The HRD system is an essential tool for management in order to develop a strong capability, competence and responsibility among the employees of a concern. It is now a firm belief that the organisations can improve their effectiveness and productivity through the development of human beings. Thus, HRD is the core of existence and strength of an organisation, no organisation is immune to the need of HRD to acquire and increase its capabilities for stability and renewal.

Some of the important HRD sub-systems are

1. Management's Policy on HRD

2. Potential Appraisal
3. Organisational development (OD)
4. Employee Development
5. Redressal of Grievances
6. Performance appraisal
7. Career planning
8. Employee Development
9. Training

Although any systematic or formal method which facilitates in increasing employee competency or helps in employee motivations and organisation's climate development can be considered as HRD instrument or sub-system. Accordingly, there can be various other HRD sub-systems including review Discussions, feedback and counseling, communication policies job rotation, rewards, job enrichment programs etc.

Suggestions on HRD System

1. HRD system should help the company to increase enabling capabilities which include: development of human resources in all aspects, organisational health, improvements in problem solving capabilities, diagnostic skills, capabilities to support all the other systems in the company, etc.
2. It should help individuals to recognize their potential and help them to contribute their best towards organisational development.
3. The various organisational roles they are expected to perform.
4. It should help maximize individual autonomy through increased responsibility.
5. It should facilitate decentralization through delegation and shared responsibility.
6. It should facilitate participative decision-making.
7. It should attempt to balance the current organisational culture with changing culture.
8. There should be a balance between differentiation and integration.
9. There should be a balance between specializations of the function with its diffusion into the others.
10. HRD system should ensure responsibility for the function.
11. It should build upon feedback and reinforcement mechanisms.
12. It should maintain a balance between quantification and qualitative decisions.
13. There should be a balance between external and internal help.
14. It should plan the evolution of the function.
15. There should be a continuous review and renewal of the function.

Conclusion

Dynamic and growth-oriented organisations do require HRD to succeed in a fast- changing environment. Organisations flourish only through the efforts and competencies of their human resources. Personnel policies of the organisation do provide the morale and motivation of employees high, but these efforts are not enough to make the organisation dynamic and take it to new directions. Employee capabilities must continuously be acquired, sharpened and used. When

employees use their initiative on task risks, experiment, innovate, and make things, happen, the organisation may be said to have a 'good' culture. Even an organisation that has reached its peak has to adapt to the changing environment. HRD is not an activity carried out in an isolated environment. It basically aims at developing the individual for his own growth. In turn he also contributes to the fulfillment of the company objectives. Therefore, the HRD does not keep the individual from his normal area of activities. It goes towards him places in the very context of life at his work-place, home and society. Among other things, HRD gives attention towards creating a home environment in the work-place where the worker gains and assurance of being cared for in the most personalized manner. The worker should not carry the worries of the work-place to his home. HRD pursuit of quality improvement in work life has to be a planned, systematic and consistent concentration on these specific areas.

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