OPPORTUNITIES AND CHALLENGES INHUMAN RESOURCE DEVELOPMENT (HRD)

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Abstract : HRD is an important topic of present time. It is considered by management professionals, as sub discipline of HRM, but many researchers have, broadened the concept of HRD by looking it from socioeconomic angle and giving it other dimension such as physical, intellectual, psychological, social, political, moral and spiritual development. However HRM professionals view HRD in narrow concept consists of activities of training, education and skill building though all these terms themselves have meanings broader and deeper than their usual perceptions and in broader concept besides these activities also comprise activities like empowerment, awareness raising, team building, community mobilization and development, organization development, entrepreneurship development, sensitization and conscientisation, human resources planning and policies.

Key words: HRD, HRM, Recruitment, selection,Performance appraisal, Training and Development

INTRODUCTION

The part of human resource management that specifically deals with training and development of the employees.Human resource development includes training an individual after he/she is first hired, providingopportunities to learn new skills, distributing resources that are beneficial for the employee'stasks, and any other developmental activities

The active resource of an organization is human resource. Other resources remain inactive unless there are competent people to utilize the available resources for the production of goods and services. Human brain has a limitless energy to think and act in a productive way. Hence, competent and qualified human resource is a key factor of organizational success. In this regard, the emergence of human resource development (HRD) plays a vital role in enhancing the entrepreneurial skill of people.

Human Resource Development (HRD) is a process of developing skills, competencies, knowledge and attitudes of people in an organization. The people become human resource only when they are competent to perform organizational activities. Therefore, HRD ensures that the organization has such competent human resource to achieve its desired goals and objectives. HRD imparts the required knowledge and skill in them through effective arrangement of training and development programs. HRD is an integral part of Human Resource Management (HRM) which is more concerned with training and development, career planning and development and the organization development. The organization has to understand the dynamics of HR and attempt to cope with changing situation in order to deploy its HR effectively and efficiently. And HRD helps to reach this target.

Hence, HRD is a conscious and proactive approach applied by employers which seeks to capacitate employees through training and development to give their maximum to the organization and to fully use their potential to develop themselves.

Objectives of the study:

1.To study the areas of Human Resource Development.
2.To understand the opportunities in HRD
3.To understand the challenges faced by HRD professionals.

Research Methodology

This research article has been developed from descriptive secondary information searched by reviewing literature about Human Resource Development (HRD) and Human Resource Management (HRM), published in research journals in the form of research articles, researchreports of various organizations and books of Human Resource scholars on this topics.

Areas of Human Resource Development:

Human resource being a systematic process for bringing the desired changes in the behavior of employees involves the following areas:

1. Recruitment and selection of employees for meeting the present and future requirements of an organization.
2. Performance appraisal of the employees in order to understand their capabilities and improving them through additional training.
3. Offering the employees' performance counseling and performance interviews from the superiors.
4. Career planning and development programmes for the employees.
5. Development of employees through succession planning.
6. Workers' participation and formation of quality circles.
7. Employee learning through group dynamics and empowerment.
8. Learning through job rotation and job enrichment.
9. Learning through social and religious interactions and programmes.
10. Development of employees through managerial and behavioral skills.

Objectives of HRD:

The prime objective of human resource development is to facilitate an organizational environment in which the people come first. The other objectives of HRD are as follows:

1. Equity:

Recognizing every employee at par irrespective of caste, creed, religion and language, can create a very good environment in an organization. HRD must ensure that the organization creates a culture and provides equal opportunities to all employees in matters of career planning, promotion, quality of work life, training and development.

2. Employability:

Employability means the ability, skills, and competencies of an individual to seek gainful employment anywhere. So, HRD should aim at improving the skills of employees in order to motivate them to work with effectiveness.

3. Adaptability:

Continuous training that develops the professional skills of employees plays an important role in HRD. This can help the employees to adapt themselves to organizational change that takes place on a continuous basis.

Challenges faced by HRD professionals:

The common challenges faced by HRD professionals are:-

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(a) Culture or attitude:

Different countries have different culture and as the world has become a global village HRD Professionals have to face the cultural challenges in different countries or with the employees belonging to the different countries.

(b) Technology or skills:

The pace of technological development is very high and the new technologies are replacing the older ones quickly. Same is the case with techniques and technologies use for training. An HR professional has to upgrade his skills and knowledge to meet the requirements of the new generation.

(c) Values of behavior:

The HRD professionals have to adjust themselves to the emerging new values as principle centric leadership is becoming trend in the corporate world. Values like trust credibility timeliness and the simpler rules are becoming the corners stone of many businesses.

(d) Knowledge or information:

Enhancement of knowledge is also a big challenge for HRD professional as they have to understand the different philosophies demonstrated at different places in the world. For example the philosophy related to leadership changes dramatically in organizations from different parts of the world

(e) Life style or habits:

The life style of an employee is also important for HRD professionals because they have to understand the habits of the employees and then decide the training that needs to be imparted for bringing a change in the habits of the employees.

(f) Knowledge of new practices:

An HRD professional has to be aware of the new practices adopted by the organization around globe. An HRD professional should know about the practices like dignity of individual, retention of employees, leadership by examples, clear conscience relationship with employeesshareholder, vendors, suppliers, customers and society at large.

(g) Environment:

An open environment is required for the success of an organization. The organizational environment should have meritocracy, fearless, justice, speed imagination and accountability. It is the job of the HRD professional to inspire the employee to perform better ones this environment is created in the organization.

Opportunities in Human Resource Development:

1)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.
2)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.
3)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.
4)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.
5)E-Learning Consultant: advises management on design and implementation of e-learning programs,

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Outputs include selection of appropriate courses, design, and implementation.

6)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

7)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.

8)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.

9)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.

10)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.

Conclusion:

HRD creates employees with a sufficient qualification to satisfy the company's requirements and works in three basic directions of the personnel development: professional skills, human skills and motivation. Such a development converts each employee an integral part of the company's mechanism. It works with the notion that strong employees bring advantages, and weak ones bring consequences, so one of the tasks of HRD is to provide strong personnel representatives and improve the company's results in its sphere of activity.

HRD principles reveal the intention to have a complicated system of compensation, motivation and development, because during the initial stage of work in the company a lot of investments are made into the development of the employees. This makes every single employee unique and extremely valuable for the company and therefore extremely increases its productivity, competitiveness and therefore profit. In its turn increasing of profit means that the government will get more taxes and the country will become more stable in general. The growth of interest to the HRD is conditioned by the need of various organizations and the government to establish a strong economy in the country and increase its business competitiveness in terms of economic globalization, where HRD is just the best choice to make!

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