HUMAN RESOURCE DEVELOPMENT

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Abstract : 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.

Key words:organization , human resource , goods and services.

INTRODUCTION

Development of human resources is essential for any organisation that would like to be dynamic and growth-oriented. Unlike other resources, human resources have rather unlimited potential capabilities. The potential can be used only by creating a climate that can continuously identify, bring to surface, nurture and use the capabilities of people. Human Resrouce Development (HRD) system aims at creating such a climate. A number of HRD techniques have been developed in recent years to perform the above task based on certain principles. This unit provides an understanding of the concept of HRD system, related mechanisms and the changing boundaries of HRD.

Human Resource Development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development.

The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers.

Human Resource Development can be formal such as in classroom training, a college course, or an organizational planned change effort. Or, Human Resource Development can be informal as in

employee coaching by a manager. Healthy organizations believe in Human Resource Development and cover all of these bases.

OBJECTIVES OF THE STUDY

HRD is needed by any organisation that wants to be dynamic and growth-oriented or to succeed in a fast-changing environment. Organisations can become dynamic and grow only through the efforts and competencies of their human resources. Personnel policies can keep the morale and motivation of employees high, but these efforts are not enough to make the organisation dynamic and take it in new directions. Employee capabilities must continuously be acquired, sharpened, and used. For this purpose, an "enabling" organisational culture is essential. When employees use their initiative, take risks, experiment, innovate, and make things happen, the organisation may be said to have an "enabling" culture.

Even an organisation that has reached its limit of growth, needs to adapt to the changing environment. No organisation is immune to the need for processes that help to acquire and increase its capabilities for stability and renewal.

Human Resource Development: Features, Scope, Objectives and Functions!

In 1970, Leonard Nadler published his book "Developing Human Resources" in which he coined the term 'human resource development' (HRD). Human resource refers to the talents and energies of people that are available to an organization as potential contributors to the creation and realization of the orga¬nization'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. Thus, HRD is the integrated use of training, organizational and career development efforts to improve individual, group, and organizational effectiveness.

Definitions of HRD:

1. According to South Pacific Commission 'human resource development is equipping people with relevant skills to have a healthy and satisfying life'.
2. According to Watkins, 'human resource development is fostering long-term work related learning capacity at individual, group and organizational level'.
3. The American Society for Training and Development defines HRD as follows: 'human resource development is the process of increasing the capacity of the human resource through develop¬ment. It is thus the process of adding value to individuals, teams or an organization as a human system'.

Features of HRD:

1. Systematic approach: HRD is a systematic and planned approach through which the efficiency of employees is improved. The future goals and objectives are set by the entire organization, which are well planned at individual and organizational levels.
2. Continuous process: HRD is a continuous process for the development of all types of skills of employees such as technical, managerial, behavioural, and conceptual. Till the retirement of an employee sharpening of all these skills is required.
3. Multi-disciplinary subject: HRD is a Multi-disciplinary subject which draws inputs from behavioural science, engineering, commerce, management, economics, medicine, etc.
4. All-pervasive: HRD is an essential subject everywhere, be it a manufacturing organization or service sector industry.
5. Techniques: HRD embodies with techniques and processes such as performance appraisal, training, management development, career planning, counselling, workers' participation and quality circles.

Scope of HRD:

Human resource management (HRM) deals with procurement, development, compensation, mainte¬nance and utilization of human resources. HRD deals with efficient utilization of human resources and it is a part of HRM.

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

- ❖ Recruitment and selection of employees for meeting the present and future requirements of an organization.
- ❖ Performance appraisal of the employees in order to understand their capabilities and improving them through additional training.
- ❖ Offering the employees' performance counselling and performance interviews from the superiors.
- ❖ Career planning and development programmes for the employees.
- ❖ Development of employees through succession planning.
- ❖ Workers' participation and formation of quality circles.
- ❖ Employee learning through group dynamics and empowerment.
- ❖ Learning through job rotation and job enrichment.
- ❖ Learning through social and religious interactions and programmes.
- ❖ Development of employees through managerial and behavioural 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.

HRD Functions:

HRD functions include the following:

1. Employee training and development,
2. Career planning and development,
3. Succession planning,
4. Performance appraisal,
5. Employee's participation in management,
6. Quality circles,
7. Organization change and organization development.

The field of HRD or Human Resource Development encompasses several aspects of enabling and empowering human resources in organization. Whereas earlier HRD was denoted as managing people in organizations with emphasis on payroll, training and other functions that were designed to keep employees happy, the current line of management thought focuses on empowering and enabling them to become employees capable of fulfilling their aspirations and actualizing their potential. This shift in the way human resources are treated has come about due to the prevailing notion that human resources are sources of competitive advantage and not merely employees fulfilling their job responsibilities. The point here is that the current paradigm in HRD treats employees as value creators and assets based on the RBV or the Resource Based View of the firm that has emerged in the SHRM (Strategic Human Resource Management) field.

The field of HRD spans several functions across the organization starting with employee recruitment and training, appraisals and payroll and extending to the recreational and motivational aspects of employee development.

Indeed, one reason for the emergence of the RBV or the SHRM paradigm is that with the advent of the service sector and the greater proportion of companies in the service sector, employees are not merely a factor of production like land, labor and capital but in fact, they are sources of competitive advantage. This is characterized by many CEO's calling employees their chief assets and valuing their contribution accordingly. As a matter of fact, many IT and Financial Services companies routinely refer to employees as

the value creators and value enhancers rather than just resources doing their job.

Finally, HRD is no longer just about payroll or timekeeping and leave tracking. On the other hand, directors of HRD in companies like Infosys are much sought after for their inputs into the whole range of activities spanning the function and they are expected to add value rather than just consume resources. With this introduction, we will be moving into the module covering HRD with each aspect of the HRD function and the associated topics being covered here. It is hoped that the readers would gain an overall perspective about HRD after going through the HRD module.

CONCLUSIONS

HRD is a relatively young field, and there are significant challenges to its future. Failing to acknowledge these challenges will increasingly marginalize HRD within organizations. The tasks seen as central to the HRD profession will be taken on by others who work in professions more focused on delivering and measuring outcomes, thinking and working systemically, with a sounder theoretical base, with clear standards and ethical codes, with stronger professional bodies and competent practitioners. HRD will be left on the sidelines: a gradually shrinking number of people who write for themselves, focus on internal process issues, and react ineffectively to demands long after they have been formulated.

We invite all those with a stake in the future of HRD to join together to grapple with the critical challenges that face our field, engage in deep meaningful dialogue about the challenges, and construct workable, effective, and immediate approaches to addressing the challenges to secure the future of HRD. Our goal is to banish complacency and to encourage dialogue. HRD's human resources are impressive; they must now be focused.

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