

## HUMAN RESOURCE DEVELOPMENT: AN OVERVIEW

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### ABSTRACT

*Human resource is the most important asset in the organization because all other natural resources can be better utilized by motivated human resources only. Thus, there is a need to invest time money and efforts in their development. The investment of time, money and effort in it provides fruitful results as the human resource can be developed to an unlimited extent because every human being has endless potentials. As McGregor observed, people have got a large amount of creativity, imagination, ingenuity to solve the problems of organization. But, often these potentials are not fully utilized by management through appropriate and systematic efforts. It has been well observed: "Each human being is born as something new, something that never existed before. Each is born with the capacity to win at life. Each has his own unique potentials, capabilities and limitations." Thus, it is the responsibility of management to develop subordinates for the achievement of organizational goals. It is well known that the return from investment in human resource is many times more than other resources. Material resources depreciate every year in value but human resources appreciate in value by acquiring greater knowledge, experience and efficiency.*

**KEYWORDS:** *Human Resources, Natural Resources, Creativity, Imagination, Ingenuity, Investment.*

### Introduction

To appreciate the importance of H.R.D., it is necessary to understand the HRD concept because it is multi-dimensional. It has been defined by economists, social scientists, industrialists, managers and other academicians in different ways and from different angles. In a broad sense H.R.D. is the process of increasing knowledge will and capacities of all the people in a given society. In the national context, HRD is a process by which the people in various groups are helped to acquire new competence continuously so as to make them more and more self-reliant and simultaneously develop a sense of pride in their country. In economic terms it means accumulation of human capital and its effective utilization for the development of economy. In political terms HRD prepares people for active participation in the political process. From the social and cultural point of view, the development of human resources enriches life. As far as industrial organization is concerned Human Resources Development is three pronged, focusing on : people-the 'human' aspect where people are seen as having skills, having potential and the ability to grow, change and develop; the 'resource' aspect where individuals are 'considered resources rather than problems; and, the 'development' aspect, where there is an emphasis on the discovery and nurturing of their potentials.

Human Resource Development in the organizational context as rightly defined by Prof. T.V. Rao, is a process in which the employees of an organization are continuously helped in a planned way to :

- acquire or sharpen their capabilities required to perform various obligations, tasks and functions associated with and related to their present or future expected roles;
- develop their capabilities as individuals so that they may be able to discover their potentialities and exploit them to full for their own and/or organizational development purposes; and

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- to develop an organizational culture where superior subordinate relationships, team work and collaboration among different sub-units are strong and contribute to the organizational wealth, dynamism and pride of the employees.

### **The Nature of HRD**

HRD is a newly adopted and a very popular approach in the modern industrial world. It is expected to play a very important role in the corporate strategic planning. It is a continuous horticultural and learning process and not merely a set of mechanism or techniques. In the words of Parnath, "HRD is not an engineering process having a set of mechanism", The techniques such as organization development, training and development, performance appraisal and career advancement etc., are used to initiate, facilitate and promote this process in a continuous way. But these mechanisms have not a universal application. The mechanisms may need to be examined, reviewed, re-oriented and recast to see whether they are promoting or hindering the process. These mechanisms are inter-linked and form a new system reinforcing each other. Thus, HRD is a unique, open and interlinked approach.

HRD is a co-operative massive effort in the organization.

The HRD department may play a major role in the development of employees but the co-operation of other parts of an organization is necessary in such an effort. Prof. Udai Pareek and T.V. Rao have identified four basic agents or partners of development as under :-

- the employee or individual (The self);
- the immediate boss of the employee;
- the H.R.D. Department; and

### **Objectives of HRD**

The main aims, goals and objectives of HRD are:

- to maximize the utilization of human resources for the achievement of individual and organizational goals;
- to provide an opportunity and comprehensive framework for the development of human resources in an organization for full expression of their latent and manifest potentials;
- to locate, ensure, recognize and develop the enabling capabilities of the employees in the organization in relation to their present and potential roles;
- to develop the constructive mind and an overall personality of the employees;
- to develop the sense of team spirit, team work and inter team collaborations;
- to develop the organizational health, culture and effectiveness;
- to humanize the work in the organization;
- to develop dynamic human relationships, and,
- to generate systematic information about human resources .

### **Need and Importance of Human Resource Development**

"The real strength of the country lies in the development of the human mind and body." It was also rightly expressed by an eminent philosopher of China, Kuang Chung Trum during the 7th century B.C.

*"It you wish to plan for a year, sow seeds; if you wish to plan for ten years, plant trees;  
If you wish to plan a life time, develop men. "*

The subject of HRD is a new one and is of topical interest and of increasing importance. The Government of India has recognized the importance of HRD and has created a separate Ministry under the control of a full-fledged cabinet minister. The need of HRD in India was identified by Shri C.S. Kalyanasundaram and Prof. T.V. Rao. India is a very big country with people of different and diverse backgrounds. Any organization will have a combination of various parts of the country. The value system of people of India is rapidly changing due to rapid changes in the education system, technologies and marketing conditions. Thus, we want to rehumanise the society due to very high aspirations and ambitions of the people. The role of the organization in society is changing the demands on the organization and the expectations of the client system' require that employees undertake new tasks and challenges and respond to environmental changes. In the same manner, some organizations have reached the saturation point in its growth employees are stagnating due to lack of growth opportunities. The level of frustration among employees is on the increase. The need and importance of HRD may be measured from the following discussion;

- **Success of an Organization**

The success of an organization depends to a large extent upon the capability, competence, efficiency and effectiveness of its human resources. The HRD system is an essential tool of management in order to develop a strong sense of capability, competence and responsibility among the employees of a concern.

- **Fulfillment of the Goals**

HRD is helpful in the fulfillment of committed goals of an individual, organization and society. It increases the capabilities and efficiency of an individual which is likely to reflect itself in the long run in the well-being of the individual, good reputation of the institution and ultimately the well-being of the society.

- **Development of Men**

HRD develops the capabilities and effectiveness of employees in the organization. It improves untapped energy, performance and creativity of HRD. It is a scientific method for the development of men by creating healthy organizational climate, motivating human resources, developing team work and creating a sense of commitment in the people.

- **Higher Productivity**

H.R.D. motivates the employees in order to use their hidden talent for higher productivity. "Development of employees tends to have higher productivity". In the same manner Len Nadler observes, "HRD is an organized learning experience, in a stated period of time, directly towards the possibility of improving performance". Thus, skilled and trained manpower and managers can handle various functions easily for higher productivity.

- **Good Return on Investment**

It reduces the cost of production and earns good return on investment and consequently contributes to competitive advantage in the face of cut-throat competition.

- **As the Soul of Personnel Department**

HRD is the very nerve-knot of personnel department. It helps in proper manpower planning and training. It promises to fulfill the career aspirations of the working force and meets the future requirements of the working force in the light of organizational goals. It helps in generating varied data about employees for personnel functions like training, selection, promotion, etc.

- **Its Strong Superior-Subordinate Relationship**

HRD develops strong superior-subordinate relationship, creates job satisfaction, improves organizational health and the employees morale, team spirit and loyalty, the sense of belongingness or "we feeling" in the minds of employees and awareness of larger organizational goals.

- **To Cope with Changes**

HRD is essential to meet the requirements of the changing environment of the Industrial Sector due to educational, social, cultural, economic changes and technological advancement.

- **Measurement of Growth**

HRD is a significant factor in determining the growth and deciding the prosperity of business enterprise. The organizational effectiveness depends on HRD as it creates an atmosphere to discourage red-tapism and favoritism in the organization.

- **As a Pre-condition of Economic-Growth**

HRD is a pre-condition of modern economic growth. In the words of H.W. Singer, "It is only where the working force is sufficiently literate, educated, trained and mobilized to take advantage of new advancements in techniques of production in the organization that the creation of a build in industry of progress becomes possible."

#### **H.R.D. As a System or Mechanism-A Point of View**

HRD is a total system with various sub-system but there is a lack of oneness in the concept of HRD system. Various HRD thinkers and professionals have designed the mechanism of HRD in different ways. Professor T.V. Rao opines that the sub-systems should comprise the performance appraisal, potential appraisal and development, feedback and performance coaching, career planning,

training, organization development, rewards, employees welfare and the quality of work life and human resource information system. Dr. Udai Pareek, a pioneer in the subject of H.R.D. Philosophy in India makes a reference only to the performance appraisal, feedback and counseling, potential appraisal, career development and career planning and training under HRD. According to Dr. Udai Pareek, reward system and employees welfare schemes are the hygiene factors necessary for the creation of proper environment for inducting HRD system. Dr. Lallen Prasad dealing with the Management of Public Enterprises finds manpower planning, injection of new blood, promotion scheme, job rotation, job-enrichment and job re-design as a part of HRD."

Recently in his lecture on H.R.D. for Managerial Effectiveness, a prominent Management Consultant of Bombay, Mr M.S.S. Varadan classified HRD mechanism into performance appraisal, role analysis, organizational development and quality circles. D.L. Silveria, a Management Consultant accepting the components given by T.V. Rao adds more to the list; these are manpower planning and consultation at work.

The contribution of Academicians and Management Consultants should be viewed in the context of the overall H.R.D. programme enlisting various components that may form part of the H.R.D. system. It is not necessary that an organization introduces all the suggested components, it may select a few sub-systems according to its needs and requirements. Alternatively, an organization may develop HRD by introducing one or two components in the beginning and then incorporate other systems by and by with the experience gained *during* the course of the working of H.R.D. system. In the same way, an organization may use those sub-systems which have been introduced in a similar organization.

The mechanism used by an organization depends on the size, technology, corporate philosophy and resources of the organization.

#### **H.R.D. Strategy**

HRD strategy strengthening HRD is a total integrated system. That is why, strategies of introducing HRD systems must be clear in the mind of the management, a vision that may guide the choice of HRD programmes and direction. It should include the following phases systematically in order to make it purposeful, meaningful and effective for the organization.

- Acceptance of HRD Philosophy and Policy
- Determination of Major Objectives of HRD
- Factors Affecting H.R.D.
- Assessing the Identification of HRD Needs
- Human Resource Planning
- Developmental Programmes
- Development of HRD Climate
- Build up on Infrastructure Facility
- Emphasis on Long Term Results
- Evaluation and Corrective Action
- Development of HRD as a Profession

#### **H.R.D. Organisation**

It is generally accepted by top-management that Human Resource Development should be given a high priority in the organizations. There must be a separate H.R.D. department in the organization. The H. R. D. Manager should work as a human resource counselor of the Chief Executive. He should be a designer, an initiator, an implementer and a monitor of various H.R.D. Programmes and plans. The Role (functions and responsibilities) of H. R. D. Manager may be summarized as under:

- Developing H. R. D. Philosophy of the organization and getting the top management committed to it.
- Developing clear and specific HRD strategy according to organizational strategy.
- Designing H. R. D. programmes, introducing them and monitoring their implementation.
- Arranging infra-structure facilities and budget for H. R. D. system.
- Providing for the continuing professional growth of H.R.D. staff.
- Designing and using human resource information system for H. R. D. decisions.
- Management of H. R. D. programme such as training, potential and performance appraisal, promotion, reward systems, development of work culture etc.
- Reviewing the development climate, programmes and facilities.

### Barriers of H.R.D. Programmes

HRD programmes are not without their limitations. The barriers of H.R.D. programmes are as follows:

- Myopic and habitual conceptions of organizational goal.
- Lack of proper attitude of top management towards the HRD programmes.
- Lack of adequate resources for implementation of HRD programmes.
- The inevitable irregularity of demand and opportunity of human resources.
- Fear of unrealistic expectation of workers, employees and managers from HRD schemes.
- Lack of proper response from employees.
- Over-ego and over self-assessment by the employees.
- Inadequate and faulty reporting system.
- Favoritism in reward systems.
- Renaming the training of employees as HRD with no other accompanying sub-systems.
- Cost of introducing and manning a HRD programme.

### Conclusion

Human Resource Development is gaining increasing attention from human resource specialists, academicians and employees alike. The importance of HRD will undoubtedly increase further. The trend and implications of H.R.D. profession in the 1990's will be as under as per ASTD.

There is likely to be a knowledge exploration in HRD in the next decade. HRD will play a larger role in the organization's strategic planning. HRD will be expected to contribute directly to organizational goals. The HRD manager will interact with top management. Thus, the importance of HRD manager will gradually increase and it will develop as a profession or entrepreneurship. It will become more specialized and technologically more sophisticated. The HRD manager will be a specialist. HRD personnel will act as a problem solving specialist and negotiator of conflicts. New career path in HRD will emerge. Education in the field of HRD will increase. HRD will become highly professional and all pervasive in the society.

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