

IMPORTANCE OF HRD & BEHAVIORAL SCIENCE FOR BETTER EFFECTIVENESS OF ACADEMIC INSTITUTIONS

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ABSTRACT

Human resource Development (HRD) has been an important area of research practice. The purpose of HRD policy is the management of Human Resources & its development, as the process of increasing knowledge, skills, and the capacity of people in society. In economic terms, it could be described as the accumulation of human capital and its effective investment in the development of a countries Economy. In political terms, human resources development prepares people for adult participation in the political processes particularly as citizens in a democracy. From the social and cultural point of view, the development of human resources helps people to lead richer and fuller lives, less bound by tradition. HRD unlocks the door to modernization. Mahatma Gandhi once called the "realization of human potential" (Michael, 2000). The challenge of development is to improve the quality of life. "Dynamism is the rule of life and creative methods are used to bring required changes in the system, processes and policies." In the today's era of trajectory competition, the professionalism is buzz word for success of any organization. Today's Academic Administration is found lacking in practice of professional HRD & Behavioral Science. The numbers of these organizations are increasing leap and bound. Though such growth is the need of hour for a nation like ours, also the same is on the merit of Ministry of HRD has started many programs for enhancing quality of education at higher level, the quality of education, philosophy of these institutions and their working environment has remain the worry of specialists and think tanks of this nation. The aim of this article is to highlight the grey area of HRD and Behavioral Science management application in the working environment of Academic institutions, which also includes management institutions. Though, the same is taught in these institutions and found lacking in their own administration. Almost all educational institutions are striving hard to achieve quality in their research and development or facing the problem of attrition rate. Since, the concept of professional HRD and Behavioral Science is found far away from implementation in these institutions. This article may remind the professionals and the employees specially the Registrar or HR Manager or Chief Administrator who have been appointed as the leader for human resource development (HRD) as their perceived role in these organizations. However, generally they either found indulged in routine work or in facilities administration rather than developing human resource, creating an environment for Motivation or organizational culture building. There seems to be confusion of role playing in the Academic institutions regarding, so as to, who will look after these roles? (e.g. HRD). The answer to this question was hardly found in any of these institutions where ever the authors got opportunity to share their experiences directly or indirectly.

Keywords: HRD, Administration, System, Working Environment, Attrition Rate.

Introduction

In every organization, there are three major resources to be managed if the organization wants to achieve its objectives and goals. These resources are Humans, materials and financial resources. And out of these three, human resource is the most important and difficult to manage. The reason being that every human being is born unique and therefore, is bound to have different characteristics– that is, the

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ways they think, feel, reason and act. Secondly, human beings control and coordinate the other resources. They constitute the workforce of an organization and are referred to as personnel. Since human nature plays a very major part in the overall success of an organization, it is therefore important to have an effective working relationship between the employee and the administrator as this is essential for the realizing the vision & Mission of the Organization.

HRD, which involves the efficient and effective management within an organization, is one of the vital functions of Educational Administrators. This is because every administrator has a function to perform through his staff and his own abilities. Every educational institution like other formal organizations needs human beings to execute its programs and achieve educational goals and objectives. To be able to achieve these, the Registrar who is the 'chief of administration' has to ensure that personnel with whom he works knows their role goal and are given appropriate growth and recognition.

Human Resource Management

The primary responsibility of a human resource manager is to ensure that human resources are utilized and managed as efficiently and effectively as possible. To this end, the Educational Institution's Chief administrator is required meet the following objectives:

- Recruitment and selection, developing the work place required by the organization.
- Helping in creating a working environment that is conducive for his members of staff so as to promote maximum contentment thereby motivating them.
- Ensuring that the abilities and skills of the workforce are used to the optimum level in pursuance of the institution's mission and mandate.
- Ensuring a fair balance between the personal needs of staff and the needs of the institution in general. The effectiveness and success of any organization is dependent on the efficient use of its resources particularly the human resource. Human resource Strategic functions can be generally classified into three basic functions namely:
 - Personal utilization to meet organizational needs
 - Motivation of employees to meet their needs and organizational needs in unison.
 - Maintenance of human relationships.

Other human resource management functions includes:

- **Recruitment and Selection:** This involves searching for a suitable person to fill the vacant position. In the registry department, the least qualification for an administrative secretary is a bachelor's degree. The basic goal of staffing is to locate qualified applicant who will stay with the organization.
- **Training and Education:** This involves developing staff to professional growth. In the Registry department, training involves induction of new employees, formal training of staff which may include on the job training.
- **Wages and Salary Administration:** This refers to the Compensation benefits that are given to staff for the jobs they have performed. In the university administration, fixing of salaries is a continuous exercise as position and posts keep changing due to growth and functional advancement.
- **Staff Appraisals:** This is the continuous process of feed back to subordinates about how well they have performed on their jobs. In the registry department, members of staff are formally appraised annually by their immediate supervisors and the evaluation ratified by the Appointments and promotions committee.
- **Welfare:** In Educational Institution's administration, the main purpose of welfare is to provide assistance to members of staff and also encourage a positive relationship between staff and the institution by providing extra security comforts.

Behavioural Science & Its Application

All organizations including educational institutions are made up of people who chose to work in it primarily because it enables them to satisfy at least some of their personal needs. Virtually everybody works, plays or is educated in an organization. Attempt must be made to define what an organization is. Here the organization as a system of consciously coordinated activities which are deliberately structured for the purpose of realizing specific goals.

Dale (1978), views organization thus: "Whenever several people are working together for a common end, there must be some form of organization: that is the task must be divided among them and the work of the group must be coordinated. Dividing the work and arranging for coordination make up the process of organization and once that is completed, the group may be described as an organization." It is also a systematic attempt to understand the behavior of people in an organization; not just human behavior but structural behavior, elements behavior, systems behavior and even policy behavior. Thus for staff in the HR department of the educational institutions to function efficiently and effectively, specially the administrator (Registrar) must understand the nature of people who is working with and be able to interpret their behavior.

Behavioral Science follows the principle of human behavior. People in an organization are governed by the same psychological mechanisms both on the job and outside the job. Behavioral Science is human behavior in a particular setting. The behavior of an individual in an organization is determined to some extent by internal and external factors. These include learning ability, motivation, perception, attitude, emotions, frustration etc. while the external factors include stress, reward system, degree of trust, group cohesiveness, social factors, office policies etc. Behavioral Science can also be situational. An individual's behavior cannot be disassociated from the situation he finds himself. For example, a normally calm individual is forced into constant close physical aggressiveness with some other people. The behavior of that individual is therefore a function of interaction between his characteristics and other environmental variables. Organizations are seen as complex systems consisting of interrelated subsistence. Changes or alteration in any part of the system have consequences on other part of the System.

Modification in the system leads to desired positive changes called functions. Negative consequences in response to alteration or change in the system are called dysfunction. Therefore, the behavior of an individual is borne out of the decisions that have been taken in an organization. Organizations represent constant interaction between structure and process. To get an assignment accomplished in an organization, we need to define who does what. Structures refer to organizational shapes, definitions and rules. It is what binds an organization together. Process is the sequence of activity in the system. Decision Making, Communication, Leadership and Conflict are a few examples of the many processes that take place within an organization. Consequently, the primary responsibility of the educational administrator (Registrar) is to ensure that human resources are utilized and managed effectively and efficiently to meet these educational institution's goals.

Teachers and Human Resource Development

To improve the quality of human input and to bring about the desired productive behavior in the work force, we have to improve Work attitudes, Aptitude, Knowledge and skill Opportunities.

These characteristics need to be inculcated in the individual from the moment that he begins his work. Instead of simply speaking of changing attitudes and skills, it would be more economical that they were taught the right attitude and ways from the very beginning (pre-job training). The responsibility, therefore, lies on the shoulders of the teachers today. The main input for a prosperous, happy and healthy nation is good education. Education is basically designed to fulfill the basic human needs and as an activity that sustains and accelerates economic development. Educational activities provoke and facilitate change in prevailing socio political conditions and suggest alternatives by generating a clearer understanding of political and social rights which is an explosive force in its own way. It looked upon education as a tool to be a feeder into the economic stream rather than as a reservoir of knowledge, in terms of earning potentials rather than learning potentials. This will only be possible if the total education system is managed properly and a systematic growth is incorporated into it. In this age of super quality control, in the production and marketing areas, we need to first direct our attention towards quality control, in the human resource area. Human resource development refers to learning at the individual, group and organizational levels to enhance Objectives of human resources with the purpose of achieving the objectives of the organization.

Education and Human Resource Development

Education is a social process responsible for changing individual's collective behavior and should be used as the foundation on which one would build a strong nation, self-sufficient in economy, non-corrupt in character and scientific in thinking. Today education is defined as enterprise of the 21st century with the emergence of globalization and increasing global competition. India is determined to respond positively to emerging needs, opportunities and challenges of globalization.

Leadership & Human Relations Approach

Good human relations in an organization, for it to function effectively and efficiently cannot be overemphasized. It provides knowledge on how people interact and respond in different organizational situations in an effort to satisfy their needs and in the process meet organizational goals. The chief administrator's ability to understand his staff and their problems, and his belief in and the practice of democratic leadership or Transformational Leadership will go a long way to make him succeed in his supervisory and administrative task. Educational Administration is concerned with the mobilization of the efforts of people for the achievement of educational objectives. It is therefore imperative that the Registrar cultivates the habits of Human Relations in his odious administrative task. Human relations focus on workers as human beings rather than as producers. It focuses on the development of morale and individual. Human relations emphasize paying attention to workers as human beings in an informal association within an organization. Human Relations led to the policy of consultation or participation by workers. Human Relations approach led to the diffusion of authority or Decentralization which led to a wider participation in decision making. This explains why committees are used as tools for decision making in these Academic institutions. Also the research on stress management shows that trainer, educator and educational administrator are the second lot after Lawyers, Doctors and Counselors who suffer the highest rate of burn out. They take cares of all, and there is no one in the absence of a professional Administrator to manage burn out of these trainer, teacher and faculty members.

Conclusion

It's very pragmatic to quote; **“Talent will always be a leaky bucket; but if we don't address it holistically, we may end up with short term measures.”** To this end, it has therefore becomes necessary for these institutions to advocate the use of good human relations so as to ensure effective and efficient administration in these institutions. It is also found that they need to motivate workers not only through monetary means but also to recognize the individual's worth and enhance their feeling of responsibility and achievements. Creation of a talent culture in these institutions/Universities is the need of hour.

Basically, the Pedantic Administrator, we may call him Chief Administrative Officer, HR Manager or Registrar in these educational institutions/Universities, who are generally the Chief Administrative Managers and deals with human beings at various levels. Administration at all levels involves effective planning, organizing, supervising, controlling and evaluating. It is therefore their duty to co-ordinate all activities to meet the Human Resource Management and Organizational Behavior in the Educational Institutions/University System. Attempt has been made to understand the meaning of human resource management as the understanding of human behavior, their needs, aspiration in an organization and developing strategies to accomplish these needs and aspirations. Knowing that if these needs are neglected, it could lead to failure in achieving set goals for the administration of future education system. It should be understood that these individuals work with external and internal environments which are psychological and sociological in nature.

Thus a professional of HRD & BS by the administrator of Academic Institutions/University will go a long way to improve the quality of R&D and the satisfaction rate of the employees in these organizations. Thus it is recommended that, these administrators should therefore deal with staff individually and collectively with a view of understanding them deeply. Since there is a lot of noise being made everywhere to attract and retain best talent from their specializations in these specialist pools of educational institutions, the issue needs to be address proactively to procure, develop and utilize these talents up to the optimum level.

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