

# Human Resource Development Practices in India

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**Abstract** - Human resource development is a part and parcel of human resource management. It is the main function of HRM. Every organization and its management have the responsibility to develop its human resource if at all wanted to remain in business, face the competition and march towards prosperity and growth. In the modern times of growing awareness, the human development is the task number one for any organization. The very survival and growth of the organization depend on human resource development. HRD programmers have become routine now in the organizations. Gone are the days when employees were treated as part of machine. Now new awakening has emerged. Organizations have now realized that employees are human being. And if they are treated well and their talent is developed, they can be of immense help to them in fostering organizational growth. This has given rise to the emergence of new relationship between employees and management.

**Methodology** - The study is based on extensive secondary literature review highlighting the Human Resource Development practices in India.

**Index Terms** - Parcel, competition, development, survival, routine, awakening, talent, fostering.

## I.INTRODUCTION

Human resource development (HRD) is, therefore gaining significance in the success of any industrial organization. The organization today have realized that it is the contribution of human resources which helps them to grow, prosper and attain their objectives. The organizations are making efforts to increase worker's influence. Human resource development programs are set up by the organizations to develop their employees and executives to carry on with supervisory and managerial responsibilities. Growth of modern technology new business and industrial dynamics need for highly skilled and competent staff have made it necessary to have well trained and

developed staff to meet the challenges of modern times. There is a feeling among the employees that the introduction of new technology will take away their job. It is the responsibility the human resource manager to eliminate this feeling from their mind and reassure them that nothing of the sort will happen. Once fear is removed, they readily accept the new technology and develop themselves to suit the requirements of changing times.

### I. Concept of Human Resource Development

Human resource is the most important active factor of production and refers to the knowledge, skill, creative ability, talents, values, beliefs of workforce. These resources play an important role in deciding the efficiency and effectiveness of an organization. Their development would lead to organizational development. Human resource development main concern is the development of skill and abilities, knowledge, and competencies of people. The concept of HRD is of recent origin and is still in the developing stage. HRD is used at macro and micro level.

#### HRD at Macro Level:

At macro level it is the core of all developmental efforts aimed toward improvement of quality of life of people of a country. Human development efforts of the government comes under this category.

#### HRD at Micro Level:

At micro-Level it is the improvement in the quality of executives, managers and employees of the organization aimed at increasing quality and organization aimed at increasing quality and enhancement of productivity. Any organization's efforts to enhance the quality and productivity fall under this category.

## II. OBJECTIVE OF THE STUDY

1. To understand HRD Concept
2. What are the main HRD subsystems being applied in these organization in India?
3. Whether there exist HRD climate variable in these organization?

#### 2.1 Methodology

The data and material have been collected from various books and journals of HRD. Although THE secondary data has been used for the study, the researchers have also used their experiences in few companies and personal interaction with the official of these companies.

#### 2.2 Importance of the study:

The study is of great important to the academicians and researchers as it not only strengthens the theoretical base of HRD but also tries to analyze the relationship among the various HRD mechanism.

#### 2.3 Limitations:

As the study is based on secondary data taken from books/journals, it has limited impact in view of the present environment.

### III. FRAMEWORK OF HRD

#### 3.1 Nature of HRD

##### 1. System composition

HRD is at the center of Human Resource System. It relates with imparting learning to the members of the organization for development of skills, ability, and competency. HRD is a subsystem closely related with other subsystems in the organization, production, marketing, finance etc. The composition of HRD has several subsystems which are interrelated and interdependent including communication, training and development, role analysis, job enrichment, performance appraisal and potential appraisal etc.

##### 2. Continuous process:

HRD is a dynamic and planned process continuously undertaken for development of personnel to enable them to face multiple challenges while performing in the organization. The HRD process differ from organization as per their requirements. The subsystems of HRD are closely interrelated with economic, social, political and cultural bias.

##### 3. Use of behavioral sciences:

HRD draws heavily from the behavioural sciences for the development of people. It makes use of principles and concepts of psychology, sociology and anthropology for planning and implementation of multiple programs for individual and group development. organisational development programs are based on the concepts of behavioural sciences.

##### 4. Quality of working life:

HRD aimed at improving quality of working life in the organization to increases the productivity. HRD takes care of health and wellbeing of the employees and their families by promoting healthy environment at the workplace. It helps in achieving satisfaction of employees.

##### 3.2 Need of HRD:

In the fast-moving business world of today, organization are evolving. The role of manager has become more diverse. Radical changes are taking place because of economic pressure and the demand for enhancing efficiency and productivity. Growth of information technology facilitated tasks to be completed within seconds than in days. To keep pace with such an environment, organizations must develop its people and allow them to grow. HRD must therefore be viewed as total system interacting with other systems of the organization. The employees capabilities need to be sharpened. This is possible through HRD.

The need for HRD arises because

1. To facilitate effective communication to surface creative ability of employees in full swing
2. To create a climate free from monotony and to improve the working life
3. Enable the members to attain self actualization through systematically developing their potentials
4. Tapping the present and future creative abilities of the people to utlide for oraganisational development
5. Facilitating growth of employees and making them aware about their strengths and weaknesses
6. Helping organizations to utlilse human resource to their maximum potentials
7. Availing opportunities for further development by the employees themselves.

##### 3.3 Outcomes of HRD

Outcomes of HRD at the organizational level:

1. Training increases competence of the employees with development of knowledge, new skills and attitude.
2. Employees become aware of the skills required for job performance. They develop clarity of norms and standards.
3. Employees become more committed to their jobs. It increases objectivity. They become more proactive.
4. Team spirit goes up.
5. Development of trust and respect for each other among employees.
6. Collaboration and teamwork produce synergy effect.
7. They accept change readily.
8. Increase in capabilities to solve problems.
9. Important and useful data in respect of employees are generated. This helps in human resource planning.
10. They participate in decision making leading to sense of pride and achievement of task.
11. HRD improves human resource aspects like skills, knowledge, creative abilities and talents and molding of other aspects like values, beliefs, aptitude, and attitude according to the changing needs of groups and organization.

Outcomes of HRD at national level

1. HRD manifest development of basic human aspects such as aptitude, attitude, values, beliefs on one hand and knowledge, skill, creative abilities, and talent on the other. This process improves the utilization value of society.
2. HRD helps in fulfilling the needs in the fast-changing environment like increase in competition in and outside the country in an era of economic liberalizations and trends towards market economy.
3. Vitality of human resources to a nation are fulfilled through HRD.
4. HRD makes human resources vital, useful, and purposeful.
5. HRD makes national human resources dynamic and growth oriented.
6. HRD promotes an enabling culture where people use their initiative, risk experiment, innovate and makes things happen.

7. It accelerates economic development as HRD creates conducive environment in the country.
8. It enhances the quality of human life to achieve greater satisfaction and higher productivity level in the country.

#### IV. HRD PRACTICES IN INDIAN INDUSTRIES

The HRD aims at helping people to sharpen their capabilities and acquire competencies. The process of capabilities and competencies is facilitated by HRD mechanisms like performance appraisal, training, OD, feedback, and counseling, potential appraisal, job enrichment, rewards etc. These systems help in developing a positive HRD climate indicated by openness, confrontation, trust, authenticity, proactivity, autonomy and collaboration. It helps in developing competent, committed and workforce an atmosphere of trust and authenticity and teamwork in the organization which ultimately helps the organization to achieve its goals of higher productivity and growth, efficiency and effectiveness and more profit and better image.

4.1 HRD subsystems practiced by Indian organization  
The following HRD subsystems are generally practiced in Indian organizations:

1. Performance appraisal:

Performance appraisal is a process of rating the performance of an employee of his job. Performance appraisal is the assessment of an individual performance in a systematic way. The performance of an employee is measured against the factors such as knowledge of job, quality and quantity of output, initiative, supervision, leadership qualities, cooperation, dependability, health, versatility, judgement etc. The purpose of appraisal is to assess the present position of efficiency of employee in order to determine the need for training. The performance appraisal process consists of

1. Job analysis
2. Establishing standards of performance
3. Communicating performance standards to employees
4. Measuring actual performance
5. Comparing actual performance with standards and discuss with employees.
6. Initiative corrective action, if necessary

## 2. Potential appraisal:

The object of potential appraisal is to develop latent abilities of individuals. potential appraisal provides vital information about individuals to prepare career plans for them. potential appraisal evaluates the leadership abilities and potentials of the individuals. it ensures a good match between employees potentials and job. Now a days organisations are diversifying their operation involving vital changes. To meet these requirements, they need people with courage and capabilities to meet the challenges. Therefore, they have to make potential appraisal of the present employees so that they can undertake a variety of tasks.

## 3. career planning:

Planning for careers makes employee grow in his working lifetime while unplanned careers flopped. The first and foremost step in career planning is to make one's SWOT analysis. He should assess his strength, weaknesses, opportunities and threats. One must plan his career by means of education, training, job search, and acquire work experience. Employee should trace full devotion. The organization help the young people for they provide necessary information through various ways as per their needs to plan their career.

## 4. Training:

Training is an attempt to improve current or future employee performance by increasing an employee's ability to perform through learning usually by changing the employee's attitude or increasing his or her knowledge. The need for training is determined by the deficiency of employees performance. Training process include acquiring skills, concepts, attitudes for increasing effectiveness in doing a specific job or jobs. Training provides necessary impetus to implement change, improve efficiency, managerial effectiveness and increase productivity. Employees working as supervisors and executives need interpersonal skills or people skills. They are required to understand oneself and others better and act in accordance. Interpersonal skills include persuading listening and respecting others feeling. Some organization appoint a senior person as training manager.

## 5. Organisation development:

Organization developments intend to change beliefs attitudes, values and structure of organizations that they can better adapt to new technologies markets and challenges and the dizzying rate of change itself. Organization is an open system and therefore must develop itself by adopting various changes thrown out by the constantly changing environment. It emphasizes on appropriate interventions in the ongoing activities of the organization. It provides a framework in which changes in climate and culture of the organization takes place. This enables organization to harness human potential for attaining organizational objectives. OD methods includes survey feedback, teambuilding, interpersonal sensitivity training. OD methods include survey feedback, teambuilding, interpersonal sensitivity training, M.B.O, brain storming, process consultation, stress management.

## 6. Rewards:

Rewarding employees for their excellent professional performance over and above their usual wages and salaries boost up their morale and encourage others to work hard. Reward systems is to looked after by HRD. By rewarding hard work employees are motivated further. Output goes up. It leads to maximum utilization of available human resources to enhance productivity. Rewards is one of the ways to frustration, depression and dissatisfaction from employees. Slow work tendencies can also be removed. Reward systems encourage employees to seek self-development through their own ability. Rewards systems encourage employees to seek self-development through their own ability. Reward system is considered as the quickest way to increase productivity.

## 7. Counselling:

Counselling is an essential instrument of HRD. It serves several purposes. counselling is a service provided to the employees regarding their personal problems. For this purpose, services of professional counsellors need to be obtained. It reduces employee turnover, absenteeism, tardiness, and helps in strengthening the superior subordinate & relationship, understanding problems of juniors and seniors thereby facilitating better communication and effective decision making. Though counselling employees can understand their strengths and weaknesses and overcome the problems arising out of their ignorance in the work performance. It helps in avoiding stress.

#### 8. Quality circle:

Quality circle is a small group of people doing same or similar work. They meet voluntarily together on regular basis for an hour per week, during office hours under the leadership of their supervisor and trained to identify, analyse and solve some of the problems of their work and submit solutions to management. They also implement the solutions themselves if possible. It is a participative management system. It promotes understanding and respect between managers and subordinates. It helps in building upon the hidden potentials of human resources.

#### 9. Role analysis:

Role is a set of expected behavior patterns attributed to a person occupying a given position in a unit. Every employee has a role to play. Everyone does not have to be consistent and regular in one role. Employees have to play diverse roles both on and off the jobs. To understand the behavior of a person, it is essential to know what role he is currently playing. The attitude and behavior of a person vary with role identity. Roles change according to the circumstances. What person is confronted by divergent role expectations, there comes a role conflict. He finds himself in a dilemma to comply divergent roles at time. When the prescribed behavior of an employee is not clear, it is role ambiguity. Role conflict occurs when expectation is difficult to satisfy. Employees experiences role overloaded when he is expected to do more. This may cause stress.

#### 10. Human Resource planning:

H.R planning is an integral part of business and organization planning. It concerns with detailed planning to establish the future human resource requirements at every level by skill and category. The quality of human requirements plan depends on quality of the analysis and data on which it is based. A reasonable degree of accuracy is essential in the business projections and operations from which HR requirements are to determine. The object of HR planning is to sufficient number of persons having adequate qualifications and skills to perform of and supply for varied types human resource in the organization.

#### 11. procurement and placement:

It is one the important subsystem of HRD. Procurement of human resources is done through recruitment and selection. Vacancies are filled through these two methods. Placement is the process of assigning the procured candidates with suitable jobs. It is placing right persons at the right jobs to obtain the best results.

#### 12. Job Rotation:

Jobs are rotated among the employees to increase their knowledge and skill required for performance of various jobs. These is essential because during absence or leave of employees work should not suffer.

#### 13. Quality of working life:

Employees are the assets of an organization. To extract the best from employees adequate, healthy and hygienic working conditions should be provided. This increases the productivity. Unhygienic and in adequate working conditions will adversely affect the physical and mental health of the employees affecting their efficiency. The enterprises should be very careful about quality of working life.

### V. CONCLUSION

Human resource development and management has become all the more important in modern times. Its importance have been realized by the business and industrial corporations and now giving recognition to it. More and more attention is being paid to their development with human resource development. They are formulating human resource strategies and integrating them with those of other departments and of the corporate. All this is done because every corporate wants to be rated high in quality of management, quality of product, innovation, investment, financial stability and attracting the best human resources available in the country.

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