

The scenario of Human Resource Development in India: Characterization and suggestions

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Abstract

HRD in the organizational context is the process of organizing and enhancing the physical, mental and emotional capabilities of individuals for productive work. Cooperatives need to ensure that members and employees are regarded as human resources important for the sound development of the cooperative enterprise. The part of human resource management that specifically deals with training and development of the employees. Effective training is an investment in the human resource of an organization, with both immediate and long range returns. Cooperatives are value-based, member-based, member-owned and democratically controlled. The primary purpose of a cooperative is to satisfy the social and economic needs of its members.

Key Words: organizational development, employment skills, innovation, products

HRD is the main engine of growth and development in India. Due to this reason the country has strong HRD strategy that leads organizational development. India is one of HRD builders and in expertise attraction among the BRICS countries. Since its independence and particularly during the 1950s and „60s, India sent students to top universities. Through this process, they learned the best training methods and management techniques. This has led to India acquiring positions in the middle hierarchies. Its internal coordination with the BRICS is very healthy and has attracted Brazilian investment and Chinese expertise. It possesses both competency and competitiveness, which are attracting world attention. The nation’s educated people are branding the country globally. While HRD is not the only development vehicle, India is working on it to equip Indians with skills in various fields.

In easy words, human resources management is concerned with human resources planning, recruiting, selection, training and development, designing compensation and benefit system, designing performance appraisal systems, and discharging low performing and/or problem employees. A human resource manager is a person concerned or involved in these kinds of activities.

A Systematic Strategy for HRD

In today’s competitive world, HRD is the fundamental factor for achieving organizational objectives and becoming international discourse (Ashkezari & Aneen, 2012). Based on HRD-South

Africa (2013), discussion countries should practice a systematic strategy for HRD in support of development. This is because the growing complexity of the workforce accelerated through the dynamic impact of globalization on national economy has just the quest of HRD at the center of public policies and development strategies. Similarly, Livingstone and Raykov supported that learning and development of employees is the key factor for the expansion of the global economy and, in the public sector. According to Kebede and Sambasivam (2013), human knowledge increasingly becomes a crucial factor for competitive success understanding factors that contribute knowledge to workplace environment are essential to every organization. Since, every organization is made up of people developing their skills, motivating them to high level of performance and ensuring that they continue to maintain their commitment is essential to achieving organizational objectives (Abdullah, 2009). Once employees have been recruited and selected the next important step is to help them on converting their abilities into skills that contribute to the organization's goals .To undertake this, the important issues should be taken in to account whether or not the need is assessed, an objective is established, and the program is well implemented and close supervision and follow up in the proper functioning of HRD.

Human resource management involves continuous improvement of employee activity in order to achieve the mission and objectives of an organization.

The following table (Table 1) illustrates the differences between the traditional theory of enterprise and human resource management and their attitudes towards the staff.

Table 1. Differences between traditional theory of enterprise and human resource Management

Description elements	The traditional theory of enterprise	Human Resource Management
Concepts used	Labor force, manpower	Human resources
Types of discriminating character	"Productive labor" "Creator of material goods"	
Manager's ways of treating the staff	As a whole, as a crowd of people able to work	As individuals, with distinctive personalities, needs, behavior and vision
The basis for pay	According to the work carried out	According the results obtained
Assessment of performance	Insignificant, formal	Essential
Stimulating the actions of employees	Any action on the part of the employee was thought to undermine the authority of the boss	Actions by employees were supported and encouraged through payment systems This system

Focus on HRD

HR managers are today focusing attention on the following:

- **Policies:** HR policies based on trust, openness, equity and consensus.
- **Motivation:** Create conditions in which people are willing to work with zeal, initiative and enthusiasm; make people feel like winners.
- **Relations:** Fair treatment of people for healthy work place relations.
- **Change Agent:** Prepare workers to accept technological changes by clarifying doubts.
- **Quality Consciousness:** Commitment to quality in all aspects of personnel administration will ensure success.

Due to the new trends in HR, the HR manager should treat people as resources, reward them equitably, and integrate their aspirations with corporate goals through suitable HR policies.

The challenges for Human Resource Development:

- Changing workforce demographic
- Competing in global economy
- Eliminating the skill gap
- Need for lifelong learning
- Need for Organizational learning

Practice of Human Resource Development in India: as a challenge

1. Lack of adoption of innovative HRD practice in unionized Organization due to lack of co-operative attitude among trade unionists.
2. Larger Organizations have been able to adopt HRD practice fully due to various costs, resources and expertise involved. Sparrow and Budhwar suggest in their study of 137 fully owned Indian Organizations with more than 200 employees, located in North, central and Western Indian states within six manufacturing sectors of food processing, plastics, steel, textiles, pharmaceuticals and footwear that they are still not geared to adopt HRD programmes.
3. Organizations with stronger leadership have been able to implement HRD programmes and practices. This is because most of the Indian Organizations seem to rhetoric believe such as 'change is constant', 'only quality ensures survival', 'products, not people are paramount' and 'information is everything', etc. the main challenges before the chief executives are seen to be to create flexible systems, to develop a culture of excellence, to facilitate teamwork and empower employees, and to speed up and decentralize data flows. A common feature of strong culture Organization in India has been the influential role of top management has played in development of human resource issues and institutionalizing practices.
4. Indian Organization which are trying to be competitive by involving the services of international management consultants, have been found to favour HRD programmes and practices. This is because international consultants propound those HRD strategies such as training,

performance appraisal, career management; reward mechanism, etc are key to improvement.

5. Lack of professionally managed HRD departments. This has resulted in lack of a strategic role in terms of ability to identify, develop and manage support resources for adoption of HRD programmes and practices. This is primarily due to non possession of current knowledge base and ability to research new developments via methods of benchmarking and networking.

So it is the institution pressures that have influenced the adoption of HRD programmes and practices in the post liberalization scenario in India.

Emerging human resource Trends in India:

According to Kamal Karanth, With increase in investments in manufacturing sector in India, the demand for talent is mounting. Most organizations look for trained manpower at all levels of operations and in today's context, the demand-supply gap is on the rise. Though, technical manpower by volume is higher in India. It's employability that is question for many organizations. The manufacturing sector in India is sweeping back in the national economic space. The current surge in this sector is extremely promising as new manufacturing opportunities are slated to be more skill intensive. India has figured among the top ten manufacturers among the world in International year book of Industrial Statistics 2011 published by United Nations Industrial Development Organization. India provided trained manpower at competitive cost making India a favoured global manufacturing hub. India has witnessed increase in jobs in mining & construction sector by 46%. There will be a high demand for experienced professionals to manage operations in manufacturing sector. According to research close to 30 lakh jobs across levels have created in 2015. Shortage of talent in construction sector has been a long term problem and is likely to continue to push up project costs and risks. Flow of talent into construction sector and power sector has been gradually drying up as candidates have sought an alternative and often more lucrative career options. Education system is often not delivering the required no. of specialists across project management, engineering, estimating, surveying and contract management. Salary hike will be of an average between 9%-12%. The average salary increase in manufacturing industries like automobiles, construction and engineering has witnessed 13% year on year and this trend is expected to continue. Companies should invest time and money to conduct programmes such as internship and apprenticeship that reach out to specific individuals already considering manufacturing career.

Conclusion:

The advanced countries of the world are able to sustain their powerful position in the world economy due to their strong human resource base. The developing countries should try to strengthen their human resources. India specially being a labour abundant country will be able to develop such a strong base without much difficulty. The developed countries are already having highly skilled and educated human resources. But the people of developing countries are not

developed and are trying very hard to improve their knowledge and working skills. The Government of developed countries is not so much burdened with the task of providing good quality education and health care to people. The HDI Report identifies four specific areas of focus for sustaining development momentum: enhancing equity, including on the gender dimension; enabling greater voice and participation of citizens, including youth; confronting environmental pressures; and managing demographic change. Economic growth alone does not automatically translate into human development progress. Pro-poor policies and significant investments in people's capabilities—through a focus on education, nutrition and health, and employment skills—can expand access to decent work and provide for sustained progress is must for improving HDI. In strong competitive environment in international trade prevailing today, that country will be a sure winner which has an efficient human resource cultivating new innovative ideas.

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