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## **Impact of Human Resource Development Practices on the Employees**

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### **Abstract :**

Human resource development practices with special reference to the current developments of the decade such as environmental effects and managing diversity were investigated. The purpose of this research was to reveal how the health care industry can benefit from these new concepts, as well as to describe how the traditional health care facilities can adapt these new ideas. Development of human resources is indispensable for any organization that would like to be dynamic and growth oriented. Like other resources, human resources have rather unlimited potential capabilities. This paper focuses on the impact of HRD practices on employees.

Keywords : HRD, human resources, planning

### **Introduction :**

Human Resource Development Practices (HRDP) is an established methodology to enhance workplace effectiveness. The HPWP helps to improve the work efficiency amongst employees, quality of employees, organizational motivation towards employee welfare, etc. One of the key differentiators of this methodology is that there is very little pushback from employees. It's a win-win approach where employees & employers gain by simply changing some of existing procedures.

### **Benefits of High Performance Work Practices**

- Establishing a win-win relationship for employees and employers
- Increasing employee productivity in the long term
- Developing effective employee performance measures



- Implementing incentives for employees that work
- Creating a positive organisational culture
- Agreeing retention techniques for talented employees
- Targeting and selecting ‘organisational fit’ people
- Creating an environment of knowledge and information sharing
- Improving existing employee decision making processes
- Creating self-managed teams
- Understanding job satisfaction and motivation in employees
- Supporting employees by offering training in personal and professional development
- Aligning your organisational strategy with employee goals
- Facilitating open communication in the organisation
- Active participation and reflective listening styles
- Managing unexpected situations
- Using precedents to influence stakeholders

High Performance Work Practices is a continuous process to ensure the development of employees’ dynamism, effectiveness, competencies and motivation in a systematic and planned manner.

People are the most important and valued resources of any organization. HPWP aims at preparing people for performing roles, tasks or functions which they may be required to perform in the future as they go up on the organizational hierarchy or as the organization takes up novel tasks through diversification, expansion and modernization. HPWP also promotes team building, collaborative climate and tries to develop the potential of employees for likely future jobs/roles in the organization: HPWP aims also, at identifying ‘competency gaps’ of employees and train them for current roles, responsibilities and essentially motivating and leading them to perform the requisite jobs.



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High Performance Work Practices aims to plan, organize, direct and control the operative functions of procurement, development, compensation and maintenance of human resource of an organization's goals or objectives. Thus HPWP is nothing but a Human Resource Development Practices in recent era. The Human Resource Development Practices which is also known as High Performance Work Practices can be implement in the IT industries to enhance the performance and satisfaction of Human Resource.

### **Objectives :**

- To study HRD policies and different development programs for the development in the industries.
- To study how HRD practices can help in improving work efficiency amongst employees.

Hypothesis

### **Human Resource Planning**

The objective of HR Planning is to confirm that the organization has the right types of persons at the right time at the right place. It makes human resources inventory with a view to assess present and future needs, availability and possible shortages in human resource. There upon, HR Planning predict demand and supplies and identify sources of selection. HR Planning improves the strategies both long-term and short-term, to meet the manpower requirement.

### **Functions of HRM:**

The role of HRM is to plan, develop and accomplish policies and programs designed to make optimum use of an organizations human resources. Management concerned with the people at work and with their association within the organisation. Its objectives are: (a) proper utilization of human resources, (b) anticipated working relationships among all members of the



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organizations, and (c) extreme individual development. Human resources function as primarily administrative and professional.

HR staff focused on administering welfares and other payroll and operational functions and didn't think of themselves as playing a part in the firm's overall strategy. HR professionals have an all-encompassing role. They are required to have a thorough knowledge of the organization and its intricacies and complexities. The definitive goal of every HR person should be to develop a linkage between the employee and organization because employee's commitment to the organization is crucial.

The role of HR personnel is to impart incessant education to the employees about the changes and challenges facing the country in general and their organization in particular. The employees should be conscious about the balance sheet of the company, sales progress, and diversification of plans, share price movements, turnover and other details about the company. The HR professionals should communicate such knowledge to all employees through small booklets, video films and lectures.

The primary responsibilities of Human Resource managers are:

- To develop a thorough knowledge of corporate culture, plans and policies.
- To act as an internal change agent and consultant.
- To initiate change and act as an expert and facilitator.
- To actively involved in company's strategy formulation.
- To keep communication line open between the HRD function and individuals and groups both within and outside the organization.
- To identify and evolve HRD strategies in consonance with overall business strategy.
- To facilitate the development of various organizational teams and their working relationship with other teams and individuals.



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- To try and relate people and work so that the organization objectives are achieved efficiently and effectively.
  - To diagnose problems and determine appropriate solution particularly in the human resource areas.
  - To provide co ordination and support services for the delivery of HRD programmes and services.
  - To evaluate the impact of an HRD intervention or to conduct research so as to identify, develop or test how HRD in general has improved individual and organizational performance.

### **Meaning of Human Resource Development:**

According to the American Society of Training and Development (ASTD), HRD is the integrated practice of training and development, organizational development, and career development to improve individual group, and organizational effectiveness.

Society is facing with new challenges and changes daily which increases the need to provide employees with appropriate learning experiences. Moreover, HRD helps organizations to offer learning related to the goals of the organization and to its employees. This learning is accomplished by offering training, education, and development. According to Leonard Nadler, author of Developing HRD,

- Training is a learning activity provided by employers to employees, to help them perform their current jobs more efficiently.
- Education focuses on learning designed to prepare an individual for a job different than the one currently held; and Development focuses on providing knowledge or skills within a specified area, but is not necessarily job related.



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### **Principles of HRD :**

1. HRD systems should help the company to upsurge enabling capabilities. The capabilities outlined in their report include: development of human resources in all aspects, organizational health, improvements in problem solving capabilities, diagnostic skills, capabilities to backing all the other systems in the company, etc.
2. HRD systems should help individuals to recognize their potential and help them to contribute their best towards the numerous organizational roles they are expected to perform.
3. HRD systems should support maximize individual autonomy through increased responsibility.
4. HRD systems should facilitate regionalization through delegation and shared responsibility.
5. HRD systems should help in participative decision-making.
6. HRD system should effort to balance the current organisational culture with changing culture.
7. There should be incessant review and renewal of the function.

It is the human environment within which an organization's employees perform their work (Pattanayak, 1998). Ten dimensions have been used to study it. These are: Participation, Succession Planning, Human Resource Information, Organization Development, Training, Appraisal, Counseling, Career Planning, Reward and Welfare and Job Enrichment (Daftuar, 1996).

Participation- refers to the active involvement of the employees in the day-to-day functioning of the organization.



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Succession Planning- refers to the evaluation and preparation of someone in a junior position before filling a likely vacancy in future at a higher position. Hence, the employees have some prior idea about the demands and difficulties they will face in the next higher position.

Human Resource Information- it consists of making available details regarding human resources, their potentials and their capabilities, etc. These are undertaken through in-house journals, newsletters, circulars, pamphlets, posters, etc.

Organization Development- is the effort or measures undertaken to bring about development in organizations in response to changes in the outside environment. Using different types of interventions in reply to the problems or shortcomings of the organization, an attempt is made to solve those problems in ways that the organization grows and achieves greater efficiency and productivity.

#### **Elements of HRD :**

- (a) Delegation of authority is best opportunity for the development of juniors.
- (b) Helpful nature of people in the organizations.
- (c) When employees are sponsored for training, they take it seriously and try to learn from the programs they attend.
- (d) Top management believes that HR is an extremely important resource and that they have to be treated more humanly.
- (e) Employees are sponsored for training programs based on identification of training needs.
- (f) When any employee makes a mistake his/her supervisors treat it with understanding and help him/him to learn from such mistakes rather than punishing him/her or discouraging him/her.



- (g) Seniors guide their juniors and prepare them for future responsibilities and roles they are likely to take up.
- (h) Employees are not frightened to express or discuss their feelings with their subordinates and
- (i) Team spirit- Some important areas for improvement comprise job rotation that facilitates employee development, employees' initiative to find out their strengths and weaknesses from their supervisors and colleagues, awareness of career opportunities to the employees, encouragement for experimenting with new methods and explore creative ideas, top management's willingness to engage time and energy, and organizational resources to ensure employees development, and providing more employee welfare activities.

### **Hypothesis Testing**

H<sub>02</sub> HRD practices not associated with the improved work efficiency of professional.

H<sub>12</sub> HRD practices significantly associated with the improved work efficiency of professional.

This hypothesis regarding advance HRM systems and its role in efficiency of professional is tested through the One Sample t-test using statistical software SPSS.





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N	Mean	Std. Deviation	Std. Error Mean
50	2.3840	1.18801	.05313

Test Value = 5					
t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
				Lower	Upper
-49.238	49	.000	-2.61600	-2.7204	-2.5116

To test this hypothesis; a Likert scale is used. Response of 50 respondents are recorded and inputted in the SPSS software. The mean value generated is 2.38 and Standard Deviation is 1.19. The test value is set as 5 as Likert scale is five level scale to record the responses. From the above One Sample t-test hypothesis is significant i.e. 0.000. So the NULL hypothesis is rejected and the alternate hypothesis 'HRD practices significantly associated with the improved work efficiency of professional' is accepted.

### Conclusion

The HRD practices of an organization play a very important role in ensuring the competency motivation and development of its employees. The HRD climate can be produced using appropriate HRD systems and leadership styles of top management. The HRD climate is both a means to an end as well as concludes in itself. HRD helps in improvement in the work efficiency, improved performance, morale. Thus HRD helps in the overall development and empowerment of employees.



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