

COURSE: RECRUITMENT, TRAINING AND DEVELOPMENT

LECTURE 5: HUMAN RESOURCE DEVELOPMENT AND FUNCTIONS

LECTURER: DR LUCY KARIMI KIRIMA

Lecture learning outcomes:

At the end of the lecture you will be able to:

Define and discuss functions of human resource development.

HUMAN RESOURCE DEVELOPMENT

Human Resources Development is the process of improving, moulding and changing the skills, knowledge, creative ability, aptitude, attitude, values and commitment, based on present and future job and organisational requirements This function includes:

- (i) Performance Appraisal which is the systematic evaluation of individuals with respect to their performance on the job and their potential for development. It includes: Developing policies, procedures and techniques, helping the functional managers, reviewing of reports and consolidation of reports, evaluating the effectiveness of various programmes.
- (ii) Training is the process of imparting to the employees technical and operating skills and knowledge. It includes: Identification of training needs of the individuals and the company, developing suitable training programmes, helping and advising line management in the conduct of training programmes, imparting of requisite job skills and knowledge to employees, evaluating the effectiveness of training programmes.
- (iii) Management Development which is the process of designing and conducting suitable executive development programmes so as to develop the managerial and human relations skill of employees. It includes: Identification of the areas in which management development is needed, conducting development programmes, motivating the executives, designing special development programmes for promotions, using the services of specialists, and/or utilising of the institutional executive development programmes, evaluating the effectiveness of executive development programmes.
- (iv) Career Planning and Development: It is the planning of one's career and implementation of career plans by means of education, training, job search and acquisition of work experiences.
- (v) Internal Mobility: It includes vertical and horizontal movement of an employee within an organisation. It consists of transfer, promotion and demotion.

Hamlin observed development as training of future jobs. According to Nadler: Development is concerned with providing learning experiences to employees so that they may be ready to move in

new directions that organisational change may require. Development is the need to enhance competencies beyond those required by the immediate job.

HRD programmes create a team of well-trained, efficient and capable managers and subordinates. Such team constitutes an important asset of an enterprise. One organisation is different from another mainly because of the people (employees) working therein.

According to **Peter F. Druker**, "the prosperity, if not the survival of any business depends on the performance of its managers of tomorrow." The human resource should be nurtured and used for the benefit of the organisation.

Human Resource Development is said to be the care of a larger system known as human resource system and HRD is mainly concerned with providing learning experience for the people associated with an organization through a behavioral approach adopting various processes. The individual is provided with learning experiences not in isolation but shares others learning experiences also. Such learning experiences are provided with the main objective of developing human beings for their advantage and producing their powerful physical, mental and intellectual endowments and abilities for the growth of organization. In a broader scene, the term HRD means those learning experiences which are organized for a specific time and designed to bring about the possibility of behavioral change.

Human Resource Development in the organization context refers to the process whereby the workers are continuously helped in a planned way to:

- a) Acquire or sharpen capabilities required to perform various tasks and functions associated with their present or future expected roles.
- b) Develop general enabling capabilities as individuals so that they are able to discover and exploit their own inner potential for their own and/ or organizational development purposes.
- c) Develop an organizational culture where 'superior/ subordinate' relationships, 'teamwork' and 'collaboration' among different sub-units, which are strong and contribute to the professional well-being, motivation and pride of work

HRD is developing people so that, they are competent managers and competent workers and committed to the organizational goals.

The workers training through HRD activities is not only the process of developing skills of workers; but it is the process of changing attitudes of the workers by involving them into improving the activities they carryout. This encompasses timely and value-added management acts as way of life. The focus of HRD through training is essentially on enabling workers to self-actualize through a systematic process of developing their existing potentialities and creating new ones; unfolding and tapping potentials, capabilities of workers both in the present and for future.

HRD is the total knowledge, skill, creative abilities, talents and aptitudes of an industrial workforce as well as the values, attitudes of an individual involved. It is the sum total of inherent ability, acquired knowledge and skill represented by the talents and aptitudes of the employed persons.

HRD at organizational level includes, carrying out manpower research and planning to anticipate long term labour market needs, manpower development through training programmes, manpower distribution through an effective placement service and manpower utilization of assure of utilization of the nation's human resources.

HRD at the organizational level is a process by which workers of an organization are helped in a systematic and continuous way. Thus, HRD is continuous process and comprehensive system by itself. That is why every management has to develop its workforce in order to develop the organization. HRD in its turn, almost entirely depends upon workers training, management, and development.

Aristotle said, "It is as natural for the human being to develop and achieve his full potential as it is for and to grow into a majestic oak tree".

The focus of HRD essentially is enabling workers to self-actualize through a systematic process of developing their existing potentialities and creating new ones, upholding and tapping potential capabilities of workers both in the present and for the future. This is because organizations facing the challenges of the competitive environment of change need to develop systems by which the development of human resources can ensure to meet the changing organizational needs.

HRD has a wide-ranging scope as its objectives include:

- i) Providing a comprehensive framework for the development of human resource in the organization.
- ii) Developing climate for employees to discover, develop and use their full capabilities for the organization, the capability of an organization to attract, retain and motivate talented employees.

Human Resource Development is therefore a field of knowledge that deals with all those aspects of human beings as are concerned with creative abilities. The fundamental concern of any Human Resource Development effort is to get the best out of the workers in any given situation, in any given organization.

Human Resource Development is a continuous process and comprehensive system by itself. So every management has to develop its workers in order to develop the organization. HRD in its turn, not solely but almost entirely is dependent upon workers training. Every organization, big or small, productive or non-productive economic or social, old or new, should train all the workers irrespective of their qualification, skill, knowledge suitability of job. Thus, no organization can choose whether or not to train workers of shopfloor level.

Workers training is distinct from management, development, while the former refers to training given to workers in the areas of operations, technical and allied areas and also behavioral skills, and latter refers to the areas of managerial skills and knowledge, HRD assumes that development of workers competencies is a continuous process and most of it should take place on the job in the work place.

The scope of HRD can be explained also as – any systematic or formal way of developing the competencies and motivation of individuals in an organization and building the organization's climate which can be called HRD method. As such there can be many HRD methods available for organizations. However, the most frequently used methods are as follows:

- 1) Man power planning
- 2) Performance appraisal and feedback
- 3) Training, education and development
- 4) Potential appraisal and promotion
- 5) Career development and career planning
- 6) Compensation and reward
- 7) Organization development techniques
- 8) Role analysis and role development
- 9) Quality of work life and workers welfare
- 10) Participative devices
- 11) Communication
- 12) Counseling
- 13) Grievance redressal
- 14) Data storage and research
- 15) Industrial relation.

Nature of human resources development

1. Inherent part of Management: Human Resource Management is inherent part of management because if the manager wants to draw best out of his people, he must do the basic responsibility of selecting people who will work under him along with he must train, motivate appraise them from time to time.

2. Pervasive function: It is a pervasive function which means that every person in the organization from top to lower level is required to perform this function at continuous basis.

3. People centered: It is concerned with all kind of personnel from top to bottom of the organization.

4. Personnel Function: It involves various functions concerned with managing people from man power planning recruitment, selection , placement, training, appraisal to compensation of employees.

5. Continuous Process: It is not a one step function rather it is a continuous process

Essential Factors for the success of HRD programmes

HRD is needed to develop competencies. No organization can survive, let alone make a mark, if its workers are not competent in terms of knowledge, skills and attitudes. HRD activities will have to play a very crucial role if the following changes, which are sweeping through industry, are to prove successful.

1) Restructuring of organization and redefining of skill boundaries Many companies are restructuring their organization structure by training their management ranks and expanding their span of control. The traditional-functional departmentalization cast around development, manufacturing and marketing are giving place to departments focused on broad classes of products or services. These new department reduce hierarchy, stress better work, reward creativity and increase receptivity to the customer. The skill sets required of those heading these departments differ from the skills sets required of those heading the traditional functional skills. Unlike the specialist heads of functional departments these heads are required to be generalists who have working familiarity with engineering, manufacturing and marketing.

2) Companies now no longer need to preemptively secure licenses in diverse and related areas to outwit their competitors. There is now a perceptible shift in favor of developing core competency through mergers and de-mergers, companies want to professionalize their group.

3) Focus on quality. In the past, in a protected environment with, a lot of demand even for sub-standard products, customers and quality were never considered important and the entire focus was on quantity of output. Due to the success stories of Japanese Companies, there was a shift in management focus and craving for ISO-9000 accreditation started. Now, there is a wave in favour of Total Quality Management which calls for change in the mind-set of workers. In today's global environment; this can come only through massive Human Resource Development efforts at shopfloor level.

4) Technological Changes. With the advancement in tele-communications, employees can now work in their homes. 'Tele-work' as it called has freed employees from the trouble and inconvenience of travelling over long distances. The redundant workers everywhere need to be rehabilitated through training. The changes have to be brought about with a human face. At this point HRD manager has a critical role to play.

5) Workforce empowerment. In a country where the "benevolent autocrat" has been the overwhelmingly preferred style real empowerment of the workforce is going to pose as a big challenge for the HRD Manager. The manager must develop workers capabilities to participate meaningfully in the matters concerning them.

6) Greater employee retention and commitment. Employee retention has been at the forefront of human resource strategies in recent times. Worldwide, organizations seeking competitive advantage by leveraging human capital, have had to learn to hold on the best talents in the organization.

7) Team development and interterm collaboration.HRD has a critical role to play in building cohesive teams and creating linkages among them.

8) Building new organization culture. Organizations need to continuously renew and rejuvenate themselves to face global competition. This needs inculcation of certain values in all workers. These values known by the acronym OCTAPACE i.e. Openness, Confrontation, Trust, Authenticity, Productivity, Autonomy, Collaboration and Experimentation. Organizations can build OCTAPACE culture only through HRD activities.

Besides the above, the HRD activities in any organization can be realistic when :

1) The organization believes that development of employee is in its own interest.

2) The organizations will provide opportunities and conditions for the development and optimization of human resources.

3) The management is willing to invest adequate time and resources for the development of the workers and to personally participate in the development.

4) Managers have concern for growth of subordinates

5) Workers are willing to avail of given opportunities for growth and receive such help from the managers as may be necessary for the development and improving performance.

(10) Training is one of the most important elements of HRD process.

HRD Approach to Quality of Work Life:

The industrial revolution has changed the whole concept of life new methods of mass production have been developed. To sustain industrial growth to meet growing demand for commodities and services, new management techniques have been evolved and the emphasis has shifted from industrial enterprise to organized sectors. A vibrant and forward looking organization strives for better results through proper manpower and material management. The concept of human resource development is not restricted to deployment of available manpower for immediate or short term results alone. The successful organization; may it be in the engineering or service sector, is engaged in developing a pool of dedicated and highly skilled managers and workers to meet the present as well as future requirements of the organization. The Human Resource Development is a comprehensive activity which takes care of manpower requirement of an organization on a continuing basis. The basic objective is to have a pool of dedicated competent managers, supervisors and workers. It is continuous process in which the top management is actively involved. The task is performed both at the physical as well as the mental level. To inculcate a sense of dedication to the organization, a sense of belongingness has to be assiduously cultivated.

An employee is likely to develop this vital sense of belongingness; provided he has enough reason to believe that:

- i) The organization cares for him and his family's welfare
- ii) He is assured to continued job in the organization.
- iii) There are reasonable prospects for career advancement.

- iv) The organization has sound personnel policies where there is scope for fair competition.
- v) His work is considered important enough to enable him to put in his best efforts.
- vi) There is healthy discipline in the organization where genuine mistakes are treated with compassion while deliberate acts of indiscipline are curbed.
- vii) There is free flow of information.
- viii) There is a sound system for redressal of grievances and resolving disputes.
- ix) The organization encourages informal meetings and get-togethers to develop a more cordial atmosphere at work and after work.

Proper HRD programme with emphasis on both performance of the organization as well as the improvement in quality of work life of the staff and workers do have desired results. Neglecting any of these will have a detrimental effect. Therefore, like improvement in performance of the organization, the improvement in quality of work life should also be a nodal objective of the organization. The actual implementation may vary from organization to organization.

But the basic approach which are summarized below remains the same.

- i) The interest of the organization as also of the staff should be given equal importance.
- ii) The organization should plan and project reasonable career prospects for each category of employees.
- iii) Personnel policies should be well laid down and should be implemented without favour and bias.
- iv) The task of employee should be made simpler. The technology should be upgraded and updated from time to time and procedures simplified.
- iv) Facilities for sports and cultural activities should be provided.
- v) Informal get-togethers where family members of the workers can also participate should be encouraged.
- vi) HRD programmes should be reoriented in such a way that not only managerial and technical skills are upgraded, but there should also be quantitative attitudinal change.
- vii) Altruism team spirit and service with humility and loving care should be inculcated in the minds of the staff. This can be achieved by introducing suitable course on moral values. Meditation will also play a very important role in developing the human resources especially in inculcating teamwork and building extreme dedication and commitment to the cause of service.
- viii) The emphasis should be on development of overall personality of the employees through various HRD programmes. Once this is achieved the quality of work life will also automatically improve. Due to growing technologies certain spheres of special activities of management practices such as information technologies, communication management, consumer finance activities and many other such activities have proliferated. These spheres of activities require professionalized

operation. Application of such more sophisticated tools and techniques to manage organizations will also become essential for the very survival of organization too.

Given inflow of more qualified personnel having higher order needs to be satisfied; it becomes imperative for any organization to provide for such satisfaction to its work force. It is essential to ensure that the policies especially HR policies and structure of the organization do not come in the way of developing Human Resources. Any responsive organization will concentrate more on responding to the employees and their aspirations. It will enable them to be creative and innovative. After all, organizations are judged not only by its plans, policies and products, but also by its people.

The general definition of management has undergone a sea of change from control to development function. Hierarchy has faded and emphasis on them is felt everywhere. Autonomous work group have created miracles in many organizations. Quality Circles and other such small group activities have virtually transformed the role of grassroots employee' from the mere doers to problem solvers and decision makers. It is not enough to simply implementing HRD concepts for the sake of implementing or for the sake of creating bulky statistics. If any employer is interested in really achieving HRD objectives, then has to probe deeper into organizational systems and keep in mind that HRD strategies should fit in to them. Such a probing should be done on an ongoing basis, for the emerging scenario may change after some time and new set of HRD strategies may emerge.

References

Personnel and Human Resource Management. P.Subba, R., Himalaya Publishing House,2016

A Handbook of Human Resource Management Practice. Armstrong Michael. A, London, England,2006