

CONTEMPORARY ISSUES IN HUMAN RESOURCE DEVELOPMENT

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ABSTRACT: *It has been a perception that organisations are there for getting work done. But over the time with the increase in the failure of organisations has led to a change in this idea and this paved way for finding out the sole factor which can lead the organisation towards a sustained success. With the evolution of technology many changes have taken place which have made the survival of organisation to ugher. With this the idea of development of human capital across the organisations to make it a valuable source has emerged in the recent years. This article discusses a few interventions on the development of human capital for a sustained survival of the organisations.*

Key Words:

INTRODUCTION

In this modern-day environment, the “Human Factor” has become an important source of strategic importance to achieve sustainable growth. The organisations need to capitalize on their human resource and create value and knowledge. In the light of this development the study of prominent issues in Human Resource Development and the climate of organisations has become more important. Leaders and managers need to learn the importance of investing in human capital. Managers need to study the HRD climate in the organisations to structure their organisations and develop training and learning methods for employees according to their needs. Along with this, the modern-day HR managers need to understand the necessity to link human development with societal development for the cumulative development of the society as a whole.

INVESTMENT IN HUMAN CAPITAL

The issue emphasises the importance of Human Capital and the need for investing in it. It has been argued that although human skills and knowledge are an important resource but still, we don't not count it. It has been very rightly said that whenever we look at increase in the production we attribute it to increased man-hours, labour, capital (other than human capital) but if we see the capital – income ratio and compare, then we would find that the capital is decreasing in comparison to income but this capital does not include human capital. If you include the human capital then you will find that the human capital is increasing and this inclusion skills, education and knowledge of humans have led to the fall in the non-human capital. This is how the author has rightfully related human capital to economic growth. There five factors through which we can measure investment in human capital. First is health and services which includes the strength, stamina, life expectancy, vigour and vitality of people. Second, is on-the-job training which includes the old methods of apprenticeship which are not considered to be cost worthy in today's times and are not being taken into use by leaders. Third is the emphasis on the education system, where the author correctly points out at the ‘costs of education’ and the benefits of having an educated human resource as a capital. Fourth, are the study programs for adults who are extended to agriculture as our economy lies in the backdrop of it which makes adult education mandatory for it? Migration is another important factor, although internal migration is preferred but due to inequity human capital migration increases. Also, this shift is seen more in younger generation as they see a future ahead in comparison to older people. However, there are some changes which should be made in the light of investment in Humans as a resource. Challenges to investment in human capital in the form of blind tax regimes towards depletion of human capital as a resource, the destruction of human resource if kept unemployed, the discrepancies in the choice of profession problems in internal migration, the issue of over or under investment in human capital, the public investment in human capital directly accrued to the respective individual are some of issues which need to be dealt in this modern day work environment. Along with this we also need to focus on the growth of human capital as we have abundant human resource and without skills and knowledge human resource is practically nowhere to survive.

HRD CLIMATE IN INDIA

This issue is based on a study which was aimed at identifying the extent of HRD climate in India in three sectors manufacturing, IT and service sector and understand the causes and implications of a moderate

climate. The paper defines HRD as a process in which the employees can acquire or sharpen their capabilities to perform functions or the process through which they can develop their general capabilities or a process to develop the organisation culture as a whole.

“Organisational Climate” means the way of treating employees as important, the way in which manager trains the employees in skills in which they lack and how a general environment of trust, collaboration, openness, autonomy is created in an integrated manner in the organisation. Along with this the importance and need of an effective climate has been the highlight of this paper. The author has adopted three tools to identify the degree of climate in three sectors – manufacturing, IT, service sector. These three tools are: General climate, OCTAPAC culture and HRD mechanism.

The general climate deals with the fact how important human resource development for the top-level managers, how they perceive the needs of the employees and try to remove their weaknesses. In the survey where the author analysed 1905 respondents from over 42 organisations across these three sectors he found out that the general climate was better in manufacturing sector in comparison to the two sectors because of the fact that top management had invested more time in enhancing capabilities of employees and helping them acquire necessary skills for their work. . Second was the OCTAPAC culture which was more favourable than other two tools. The openness, confrontation, trust, autonomy, proactivity, authenticity, collaboration and a new element of ‘EXPERIMENTATION’ ‘making it ‘OCTAPACE’ has been of due importance considering the human resource development and motivation needs. The last tool which consists of the HRD mechanisms takes a closer look at the training, development, compensation, appraisal and motivation needs of employees.

The reason why manufacturing sector was leading is due to the value driven approach of top management towards its employees and their belief that human resource is the most important resource for an organisation. And the reason why service sector stood last was because of the unconcern of employees towards self-development and negligence of top management.

Overall the research showed that HRD climate was found to be moderate, however that fact that data was not systematic and judgement was given out of random and scattered sampling. Also, Job rotation which is considered to be a key factor for developing an employee was not found to be effective as per this survey. A major issue which led to the poor results from IT and service sector was that although there was an emotional realisation by top managers for human resource development but there was no action on their part to improve the organisation’s HRD climate.

SOCIETAL DEVELOPMENT THROUGH HUMAN RESOURCE

This issue talks about the concept of “societal development”. The problem is that the old HRD practices are suitable to organisation as not suitable to the society, community development, national and international development. This makes it more important that look at a more holistic approach of HRD from the point of view of different stakeholders. It has been seen that when HRD is used in the organisation concept it focuses more on the enhancement of productivity, improvement of performance, effective group dynamics, etc but when it comes to the society, the issues like poverty, growth, equity, human rights and social justice, health and safety, literacy and education are very complex issues which cannot be resolved through a narrow organisational approach. And therefore, the issue examines three aspects include the source of argument for HRD in SD, the contexts in which this trend is found and the key change agents.

In the support of HRD for Societal Development it has been found that the growing need of corporate social responsibility or sustainability in HRD from organisation’s point of view is gaining importance. Secondly, the “Human” factor is gaining importance, wherein the health’s, poverty, education, social justice of humans is being considered worthy of consideration. Lastly, the national and international human development trends with the help of non – profit organisations and international organisation have been highlighted to address global a nation building issues.

There have been many contexts in which HRD has been used for SD. In the local context, Ismaili community development through leadership development, career development. In India, potential to help poor regions through the intervention of HRD is also seen. In the national context the example of raising employment and manpower issues in Singapore and Korea and the address of social issues in Taiwan and Thailand from NHRD perspective bring in light the use of HRD IN national domain. And finally, the International organisations like World Health Organisation, International Monetary Fund, International Labour Organisation have been addressing the global issues like crimes, environmental threats, labour issues, health and skills issues for wellbeing of people.

There can be two aspects of how HRD could be used for societal development, one way could be through the direct application of cases like in the case of India, Thailand, Ismaili community and other could be through understanding the contexts for HRD IN SD like in the India and China case focus on social entrepreneurship and the education and training goal in Bahrain case.

In the conclusion is has been said that there is a lot of scope of principles and methods of ADHR (Advances in Developing Human Resource). There has been a need for focus on the social responsibility as a better option that myopic view of economic gain. The need for this focus and implementation lays the hands of Organisations, government and individuals who need to interact continuously who can be the key change agents as seen in the contexts of various countries. And lastly the role of HRD professionals working should be examined carefully along with the curricula.

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