HUMAN RESOURCES DEVELOPMENT SYSTEM IN PUBLIC SECTOR ORGANIZATION - A CHALLENGING TASK

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Abstract

The competitive business environment of the 21st century is highly global, customer centric, talent dependent, information based, fast paced, continually changing, technology driven, forging new partnerships and alliances, increasing organizational vulnerability,unstoppable capital flow, continuous learning and open to everyone. Against this backdrop, business organizations have to grapple with acquisition, support, development and retention of human resources, increasing productivity and quality service and build appropriate culture, leadership, innovation, accountability, commitment and readiness of human resources.

Key Words: Human Resources, Changing Environment, Task.

Introduction

According to Leon C. Meggionson, the term 'human resources' can be thought of as, "the total knowledge, skills, creative abilities, talents, and aptitudes of an organization's workforce, as well as the value, attitude and beliefs of the individuals involved".(1) Human Resource refers to the talents and energies of people who are available to an organization as potential contributors to the creation and realization of the organization's mission, vision, values and goals. Development refers to a process of active learning from experience, leading to systematic and purposeful development of the whole person: body, mind and spirit. Human Resources Development can be viewed fundamentally as an approach or strategy to achieve integration between the individual employee and the organization by developing an appropriate mutual relationship. The problem of integration arises from the fact that organizational interests and individual interests do not automatically coincide. In their drive to fulfill objectives such as growth and profits, organizations normally tend to function in ways that neglect or violate the interests and needs of individuals. Integrating the individual with the organization, therefore, requires conscious and deliberate organizational and managerial action to bridge the gap.

Objectives of the Study

1. To be precise, the study has undertaken the following objectives:
2. To examine the HRD System in Public Sector Organization, and,
3. To offer appropriate suggestions for successful implementation of HRD practices in Indian industrial Organizations in order to get effective HRD system.

Review of the Literature

Arif Hassan, Junaidah Hashim & Ahmad Zaki Hj Ismail (2006) have conducted a study on Human Resource Development Practices as Determinant of HRD Climate and Quality Orientation with the aim to measure employees' perception of human resource development (HRD) practices. (2)

Guchait and Priyanko (2007) in their study on Human resource development practices and organizational commitment and intention to leave, examined the influence of HRD practices as a critical tool to make the employees more committed to their organization which in turn would affect employee intention to stay or leave the organization. (3)

Smith and Catherine A (1995) in their research on Human resource development practices and policies as antecedents of organizational commitment a model linking Human Resource (HR) practices and organizational commitment was proposed. Specifically,HR practices from five HR functions (performance appraisal, benefits,training, career development, and incentive pay) were linked to the three components of organizational commitment (affective, continuance, and normative) outlined in the Meyer and Allen (1991) model.(4)

Discussions, Materials and Results

The importance of each component will vary from organization to organization according to the complexity of the operation, the criticality of human resources to organizational efficiency, and the organization's commitment to improve human resources. Organizational development was directed at developing new and creative organization solutions to performance problems by enhancing congruence among the organization's structure, culture, processes, and strategies within the human resources domain. The ultimate goal of organizational development is therefore to develop the organization's self-renewing capacity. As a result, the organization will be able to regenerate itself over and over again as it confronts new and ever-challenging circumstances.

Growth of HRD

1. **Increasing competition**

   Increasing competition requires higher efficiencies as well as better human resources to meet the challenges. Such competition also makes it difficult to recruit the right kind of people.

2. **Expansion and Growth**

   Organizational growth and expansion leads to increased complexity of operation, Managers of these organizations need a higher level of managerial skills. As such the organizations require more sophisticated systems for optimum utilization of its large human resource pool.

3. **Rapid Technological change**

   Rapid change in technology demands frequent changes in organizational structure and systems as well as change in the required skills. All these changes create conflict, stress and obsolescence of skills and the need to innovate solutions related to these problems.

4. **Lack of suitable manpower**

    Due to lack of sufficient industrialization, increasing competition and changing technologies, many organizations face the problem of getting suitably trained and skilled people at various levels. This necessitates the organization to develop its own human resources.

5. **Changing needs of people**

    Due to various sociological changes, the needs and aspirations of the employees change from time to time. These needs are related to work benefits, career growth etc. Organizations need to develop ever – new response to these changing needs through more suitable human resource management policies and systems.

Findings on Impact of HRD on Success of the organization

The success of an organization depends to a large extent upon the capabilities,competence, efficiency and effectiveness of its human resources.The HRD system is an essential tool for management in order to develop a strong capability,competence and responsibility among the employees of a concern. It is now a firm belief that the organizations can improve their effectiveness and productivity through the development of human beings. Thus, HRD is the core of existence and strength of an organization, no organization is immune to the need of HRD to acquire and increase its capabilities for stability and renewal.

Suggestions on HRD System

1. HRD system should help the company to increase enabling capabilities which include:
    development of human resourcesin all aspects, organizational health, improvements in problem solving capabilities, diagnostic skills, capabilities to support all the other systems in the company, etc.
2. It should help individuals to recognize their potential and help them to contribute their best towards organizational development.
3. It should help maximize individual autonomy through increased responsibility.
4. It should facilitate decentralization through delegation and shared responsibility.
5. It should facilitate participative decision-making.
6. HRD system should ensure responsibility for the function.
7. It should build upon feedback and reinforcement mechanisms.

Conclusion

HRD is not an activity carried out in an isolated environment. It basically aims at developing the individual for his own growth. In turn he also contributes to the fulfillment of the company objectives. Therefore, the HRD does not keep the individual from his normal area of activities. It goes towards him places in the very context of life at his work-place, home and society. Among other things, HRD gives attention towards creating a home environment in the work-place where the worker gains and assurance of being cared for in the most personalized manner. The worker should not carry the worries of the work-place to his home. HRD pursuit of quality improvement in work life has to be a planned, systematic and consistent concentration on these specific areas.

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