

## HRDM in the Changing Scenario

### Abstract

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Human capital or manpower resources of a company can be treated as that company's resources. Manpower is the most essential and indispensable resource of any organization. Appropriate human resources, no business leaders are challenged to build dynamic, entrepreneurial and truly global organization in pursuit of excellence. The global trends of HRM are shaped by competitive downsizing outsourcing and more diverse workforce. In New Era India has taken wide strides since 1991 by embarking upon planned economy and industrial development. Objectives consist that to provide a comprehensive frame work and methods for the development of HR in an organization. Impact of change includes that the without the technology. We cannot think of knowledge of management. There is direct link between globalization and IT. i.e. globalization of production and financial marketed FDI together globalization and IT crush time and space. The New Scenario trends are rapid changes in technology, globalization TQM, HRD manager and overall business environment HRD perspectives planning includes that HRD philosophy at top level, appointing expert HR manager, planning of HR recruitment, selection, replacement etc; effective communication , executive compensation plan , training and educating , counseling ,cordial industrial relation, Evaluation and Appraisal System, employee welfare occupational Health & safety. Recommended that of HRD must be much more sophisticated that their



predecessors (farmer holders) in the area of globalization initial training for new employees and advanced and specialized training for the experienced and skilled co-ordination among workers and employees. Counseling skills of executives. Lastly concludes that HR function faces a large number of challenges for this purpose how they acquired, motivated and retained in organization. So HRM should follow the recent trends in order to improve the overall organizational culture.

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### **Introduction:**

Resource is the means that can be drawn on. It is an available asset or collective means for production; support and defense. Which are source of strength and aid? Wealth in terms of gold money or property is reckoned as resource. There are tangible resources and intangible resources. Human resources are human wealth or means that can be drawn on. Human capital or manpower resources of a company can be treated that company's human resources. It can otherwise be understood as the resourcefulness of the human beings or people available for an organization.

In generic terms, human resource can be defined as the total knowledge, skills, creative abilities, talents and aptitudes of an organization's work-force, as well as the value, attitudes, approaches and beliefs of the individual involved in the affairs of the organization. It is the total or aggregate inherent abilities acquired knowledge and skills represented by the talents and aptitudes of the employed person in an organization.



Resources are considered in terms of the potentiality and vitality of the people available for the organization. Even in an age of automation as today, manpower is the most essential and indispensable resource of any organization. Resourcefulness of various categories of people says. Managers, scientific and research people, executives, supervisors, workers and all such people available for the organization to be drawn on, can be treated as human resources. It means that without appropriate human resources, no business or organization can exit and grow.

Today's business leaders are challenged to build dynamic, entrepreneurial and truly global organization is pursuit of excellence. The most crucial variable is the HR factor, which needs to be tackled with a conscious and well throughout strategic plan. The last two decades of the 21th century have witnessed the tremendous impact of the twin revolution of transportation and telecommunications. The practice of Human Resource dealing with day today people issues has never been easy. However, the recent economic uncertainty, shrinking profit margins and cost cutting mandates have made HR's role more difficult than even. The demands and expectations of the human resource functions to take on strategic role and address critical human resource issues like attracting and retaining key talent, building talent pipeline and creating high performing cultures and greater the ever.

This paper discusses Human Resources Development in the changing scenario. The global trends of HRM are shaped by competitive downsizing, outsourcing and more diverse workforce. The present study focuses on the changing face of Human Resource Management in the present scenario of global environment.

New Era:

India has taken wide strides since 1991 by embarking upon a planned economy and industrial development. However, the greatest goals have been achieved as revealed by the



success of Japan as Germany through the development of human resources. Industrial development in recent years has resulted in the advent of large enterprises with large work force. Obviously, the larger the work force, the greater are the potential problems. Besides, the recent research findings indicate that the employee can no longer be viewed as a commodity. The socialist pattern of society and the ideal of welfare state moves professional to recognition of the importance of the Human Relations Approach and his positive action may result in economic and social justice. The educated component of the workforce in industry is increasing. A worker today is more urban than rural in his outlook. The work force is better organized through the increasing strength of trade unions on the trade union movement. All these factors have moved to the forefront the need to motivate the work force in the right direction, develop their morale and ensure a happier industrial relation situation.

Objectives of the study:

- To provide a comprehensive frame work and methods for the development of human resources in an organization.
- To generate systematic information about human resources for the purpose of manpower planning, placement, succession planning and the like.
- To increase the capabilities of an organization to recruit; retain and motivate talented employees.
- To create a climate that enables every employee to discover, develop and use his or her capabilities to a fuller extent in order to achieve-individual and organized goals.

Impact of Change:

Information Technology is the core of knowledge management. Easy access is an important issue and that is where information technology comes into practice. Without the technology,



we cannot think of knowledge management, the way we can do now considering the amount of variables in the process. Thus the bottom line is that by using knowledge management one can save time. Money and add value to the work process of the organization. The industries especially the Indian ones, are at present in the midst of a revolutionary transformation. Technology being important, but ultimately success accrues to companies that could embed the new technology into physical assets that offered efficient production standard products/services. Consequently, companies could no longer gain sustainable competitive advantage by merely deploying new technology into physical assets rapidly. Intangible assets enable an organization to develop employee relationship and loyalty. Introduce innovative products and services, produce customized high quality products and services at low cost and with short lead-times, mobilize employee skills and motivation for continuous process improvement and deploy technology effectively.

HRM in Globalization:

Many of the changes are taking place in human resource management it is not always easy to disentangle the effect of globalization. There is also a direct link between globalization and information technology. Rapid technological change and reduction in communication cost have facilitated the globalization of production and financial markets. At the same time globalization stimulates technology through increased competition in diffuses technology through foreign direct investment (FDI). Together globalization and IT crush time and space. The success of global companies is to a large extent depending on their ability to organize across national boundaries information, money, people and other resources i.e. in the USA, outsourcing of functions in hospitals not directly related to the work of doctors and nurses (case of patients) has substantially increased the productivity of the hospitals, and provided new opportunities for service employees.



Knowledge and skills have become the most important determinants of investment, employment opportunities, productivity and quality and flexibility. The impact of globalization and information technology have had on each other has made work more mobile capable of being performed in different part of the world without the need to actually set up physical facilities in other countries. Other changes in the nature of work and workers are being brought about partly by globalization but not entirely because of it the expanding service sector at the expense of manufacturing sector in industrialized and rapidly industrializing countries more advanced and skilled workforces. The rapid influx into the workforce of women who will in some countries, occupy more than half the emerging jobs an increasing number of people who will not be working in an organization though they will be working for an organization.

The New Scenario:

Human Resource Development is like a flower in bloom to be experienced and difficult to describe. Behind performance are individuals and behind results are people. HRD has been widely accepted as one of the most effective tools for overall development of the organization. Now in India most of the developing organizations have integrated IT and HRD systems first to introduce in India Larsen and Turbo Ltd.; followed by other organizations. Steel Authority of India Ltd. has used HRD to achieve excellence. Cases of Eicher Motors, Escorts, ABB etc. deal with different aspects HRD practices which depict a model and the new trends are:

- Rapid changes in technologies ,
- Demographic changes in employee profile,
- Competition –people edge and globalization,
- Growth of service economy and customer orientation



- Concern about total quality management(TQM) ,
- Concern about environment,
- Demand for better job security and better social security ;
- Need for creativity and innovation;
- Necessity for accountability of matter and role of HRD managers in the changing environment;
- Play a leading role in building an appropriate culture;
- Make available adequate resources to facilitate effective functioning of the HRD

#### Human Resources Development Perspectives:

Human resources development programs must be planned for which the HRD Manager must gain appropriate perspectives of organizational needs, individuals needs, organizational changes, and technological development. Generally speaking human resources development organization development (HRDOD) must be planned in conjunction with each other.

The following points provides as perspective framework of HRM

#### HRD Philosophy at top Level

HRM process starts in an organization when the top management adopts and HRM approach, philosophy and policy. Actually speaking it is the top management, to be precise the top boss, who must first gain an interest and outlook for a change in the management philosophy. A strong conviction and commitment for human resources approach to manpower may enable the top management to adopt a clear –cut policy of HRM and HRD.

It is here that the HRM starts. Hence a fundamental change must take place in the thinking of a traditional manager to adopt a pervasive HRM philosophy.

#### Appointing Expert HR Manager:

The next step in the HRM Perspective is to appoint a fully professional human resources manager to head the HRM function in the organization, if the existing personnel boss can be got professionally trained and is found suitable for human resources development he may be for human resources development he may be accommodated. However just renaming the designation of the personnel manager to be human resources manager may rather confuse the situation. The “old wine in a new bottle” “will never serve the purpose of new wine. The HR Manager must, by all means, be a professionally trained HR expert who has a real commitment and conviction for it.

If such a professional man is not readily available in the organization, it is better to recruit one through it means additional expenditure.

#### Planning of HR:

Human resources manager’s primary responsibility is to make an appropriate to HR planning by which the HR manager ensures that the company has the right type of people. In the right number at the right time and right place. Who are trained and motivated to do the right work at the right time. For future manpower requirements and developing the manpower to suit the changing needs of the organization from time to time. It also includes the replacement plans and managerial succession plans. We have examined the manpower planning in detail in the preceding chapter.

#### Recruitment, selection, Replacement etc.:

Selecting right people for jobs and place them in right roles plays an important role in determining whether they are giving their best to the organization. Selection strategies play an





extremely important role in new organization and in those that are fast expanding. However is careful in selection, the culture already prevalent in the organization do influence the entrant's orientations. for proper system of selection and placement, organization should follow the selection procedures and techniques, advertisement, application bank and cognitive ability tests etc.

Effective Communication:

Not only human resources develop programmes, but every programme in an organization must be backed by adequate communication. The HRD Manager and the employee should communicate about one's own duties this would make communication system easy, simply, natural, spontaneous, free from conflict and adding happiness of both sides. Communication can be successful only if the Communicator and the recipient both realize the divine element in each other. In fact, effective communication is more required in HRD and HRM than in any other area of management computers have become a boon in information systems, particularly when large quantity of data require to be processed, stored and received. The communicator and the receiver are two people living in different worlds. Barriers exit to good communications that is the constant cry in organizations.

### **Executive Compensations Plans**

It is fact that compensations is the first motivation. Equitable and fair payment of compensations is a problem for employees at any level but there is a particular difficulty in this regard in the case of individuals at the middle and higher level management. It is however to be noted that well planned monetary and non monetary compensation scheme backed by scheme of incentive which should be acceptable to majority of the people in the organizations.



In the first phase of the HRM approach HR recourses, planning, recruitment etc.HRD programmes, effective communications and conducive compensation plan, second phase of the HRM approach must consist of a cordial industrial relations mechanism and an appraisal scheme as portrayed in the figure.

#### Training and Educating:

The objective of training is to achieve a change in the behavior of those trained. In the industrial situations this means that the trainee acquires new techniques, skills, problems solving abilities. In simple words, training means imports basic knowledge and skills to new employs to increase performance level as well as to functions more effectively in their present position. Training and educating the executives, mangers appraisers, supervisors, counselors, HR personnel workers and even problem employees would be incorporated as a part of HRD. All the for sighted organizations all over the globe develop training programmes for their executives and workers while educating and training it should be used as strategic tool, innovative change and objective setting strategy.

#### **Counseling:**

Managers and leaders are not able to guide and direct their people properly. Every manager must be skilful in counseling in their changing business environment of today. Hence a pragmatic and humanistic approach to human resources development necessities counseling to go with HRD counseling is not mere advising, consulting or guiding, though it is everything. It is the job of a counselor, who places himself in the full know of the one who is counseled. He tries to identify himself with the situation and get to know the person concerned his problem areas his situations and the intricacies his position in the given context and time. The counselor gets closer with the one who is counseled and helps him have a proper perception of his own situation and to analysis the various aspects connected



to the problem faced by him counseling is never instructing or directing, but it is assisting and helping the concerned person to get out his problem emotions it helps him to introspect and to initiate corrective actions himself whenever necessary.

#### Cordial Industrial Relations:

Cordial industrial relations would go a long way in establishing industrial peace, harmony, better morale and productivity. Industrial relations consists of relation between workers and management, Trade Union, and management employees and employers, trade unions and trade unions, and so on, unless there is peace and harmony in industry no amount of HRM philosophy would succeed to establish a conducive industrial climate. Hence industrial relation is placed at the centre of human resource management as we see on the diagram above. There is also a positive relationship between a systematic human resources development and cordial industrial relations as well as good employee welfare scheme.

#### Evaluation and Appraisal Systems:

Evaluating the performance of the people of an organization enables the management to determine the actual resourcefulness of the company's existing manpower and to find out whether additional human talents or resources are required to carry out the task. It also enables to evaluate the effectiveness of the human resources management approach of the company periodically. Evaluation of the contribution of the workforce can also be made in conjunction with the change in philosophy and practices therefore. An effective appraisal system must be part and parcel of human resources management.



### **Employee Welfare:**

HRD cordial industrial relations and employee welfare go together in the HRM approach employee welfare schemes must therefore make a part of HRD. After all welfare amenities are good motivational tools. Employee welfare may include executive welfare and labour welfare. Executive welfare schemes are more of a voluntary nature. For e.g. there is an excellent canteen functioning in Cochin shipyard for executives, almost fully subsidized by the management. Though workers canteen is also subsidized workers always gripe about the superior quality of non-veg food supplied in the executive canteen.

### **Occupational Health and Safety:**

Occupational health must be the concern of every organization having an approach of HRD in recent times therefore industrial safety has become a matter of concern for not only Govt. and trade unions, but for management. Management must ensure industrial safety, which will be a confidence building measure as far as the workers are concerned. After the gas tragedy of the union carbide plant at Bhopal, there is an increasing concern about industrial safety in India. Frequently industrial visits of the factory inspectors, workers education programmes and more effective measures to encourage management to effectively carry out the safety measures etc.

Number sudden incidents happened in industrial field. Hence it is the management's founded duty to adopt measures for best possible safety and confidence as a part of HRD intervention.

### **Recommendations:**

To meet challenges of the future tomorrow's HRD must be much more sophisticated than their predecessors. (Former holder). In the area of globalization, it is essential the human resource manager be integrally involved in the organization strategic and policy making activities. Selecting and recruit the best talented personnel for the organizations. There



should be a system of initial training for new employees and advanced and specialized training for the experienced and skilled system of healthy and transparent communications, suitable policy for career advancement of employee so that employees did not lose interest in job, mutual faith and confidence amongst workers and employees is needed, there should be effective business strategy level coordination among workers and employees necessity of high level product capacity for that incentives

(Financial//nonfinancial) plans implementation is required.

For updating the technological and behavioral skills needs greater and greater training facilities, for the development of HRD there should be proper counseling skills of executives lastly for the development of HRD there should be openness, team spirit, Trust, positive understanding and certain degree of freedom of actions.

### **Conclusion:**

In the present competitive business environment the Indian HR function faces a large number of challenges so the success of an organization depends on its human resource. This means how they are acquired motivated and retained in organizations. Play an important role in the organizational success. A large faster and greaten growth of industrialization is expected in the next decade for that HR manger will help the HR function and permit the employees as well as the organization to carry out the responsibility and process in the flexible manner in various time frames. There is possibility for the emergence of many large and giant enterprises having economies of scale leading units without the merit of economies of scale and large scale production to wind up so HRM should follow the recent trends in order to improve the overall organizational culture.



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