CHAPTER I  INTRODUCTION

(1.1) Contemporary Challenges in Human Resource Development.

(1.2) Functions and Activities of Human Resource Development

(1.3) Planning for Human Resource Needs.

(1.4) The Recent and Growing Significance of Human Resource Development
Organisations are confronted with challenges in improving productivity and in successfully meeting the intense level of international competition never before seen. At the same time organisations are being asked to provide and increase quality of worklife and to comply with an extremely intricate and complex set of less, guidelines and core decisions that governed the utilisation of Human Resource. And because people are in sense in the issues of importance and challenges to organisation, these issues are heart of Human Resource Development today. Human Resource Development has an opportunity to enable organisations to survive and flourish which can be adhered by effectively utilizing the Human Resources of the organisation.

The most difficult challenges facing Human Resource Development today is its significance to the rest of the organisation, its benefit to the individual and organisation both, its role in the organisation to ensure that human Resources are being utilized effectively and what can Human Resource Development do in the organisation that is not currently being done. In order to address these contemporary challenges it is essential to know what Human Resource departments in organisations do.

Human Resource Development is the recognition of the importance of an organisation of work force has vital Human Resources contributing to the both of the organisations, and the utilisation of several functions and activities to ensure that they are use effectively and fairly for the benefit of the individual, the organisation and society.
Business today is in a period of change uncertainty. The success will largely depend how these challenges are match and the utilisation of Human resources which is at our disposal. It has been very unfortunate that some organisations has limited the role of human resources departments up to a fundamental administrative arm but the need of the hour is to put more emphasis on assume a much larger role in three main areas:

**STRATEGIC PLANNING** :-

It is imperative that Human Resources be and integral part of the strategic planning process. Hence it can implement, at an early time, the plans and actions necessary to assure that the organisation's human assets are sufficient to support the organisations future goals.

**THE PRODUCTIVITY ISSUE** :-

The issue of productivity to relates to our availability to compete successfully in the world, market place - and, equally important, to the matter of inflation. It is imperative that most of our productivity gains will come from the use of technology but unfortunately there is a white-collar area is being neglected in terms of productivity. The Human Resources function also must be a part of the new technology implemented to improve productivity.

**MANAGERIAL STYLE** :-

The Human Resources function should make sure there is cohesive and consistent approach to management throughout the organisation. The stress is not that be expect every corporate
operations to be exact alike. This is not possible, given the diversity of many corporations today. Yet, there are common parameters that can be applied through a corporation irrespective of its products or geographical diversity.

**PEOPLE FACTOR** :-

No area of management has been more neglected than improving the way people work together. It is very unfortunate that, in spite of the gift of inspiring loyalty and outstanding performance persons available in the organisation, they are not properly exploited. This tendency should be eliminated and a conducive environment should be prevailed.

**LEADER TRAID** :-

The approach of a leader plays a very significant role to lead the human resources function in the direction of achieving corporation's goal. In this respect it is to be noted that a leader should be a business person to know the corporation, its operations and its potential. No amount of technical knowledge regarding recruitment, compensation, labour relations and similar specialise areas can substitute for this. Being a business person the leader will shape personnel programs that respond to the needs of the organisation. A leader must be a tough minded and courageous who can advanced view points and must be imaginative and innovative.

Life Insurance Corporation is also confronting with the above contemporary challenges in Human Resources Development.
The present day organisations have travelled a long way from their traditional personnel function of focusing either on firefighting or on reactive compliance with labour laws to one of development of Human Resource in the entire social system of the organisation consisting of individuals, groups and inter-group relations. Human Resource Development essentially involves the creation of an environment in which the flower of Human knowledge, skills, capacities, capabilities and creativity blooms. It is thus obvious that Human Resource Development can not be a single system or activity, but a package of systems and processes through which information, knowledge, skills, insight, foresight, maturity and wisdom can be cultivated and enhanced among the people to enable them to do the best for the organisation.

Functions and Activities of Human Resource Development are as follows :-

(1.2.1) APPRECIATION AND RECOGNITION OF EMPLOYEES:

These have lately become battle-cries in the literature of motivation. Judicious praise is to employees what the sun is to flowers. It was William James who contended that "the deepest principle of human nature is the craving to be appreciated". And this emotional force is at work in an organisation, in an office or in a factory. Managers must make recognition an everyday way of life. It must be fair, sincere, and kept in proportion. When wisely applied, it can work wonders in stimulating people to perform at their peak.
(1.2.2) UTILISATION OF POTENTIAL POWER OF EMPLOYEES:

There is: no shortage of tools or talent. Let each one be
made aware of his untapped resource within and potential for their
personal growth. Once people realise their true worth and hidden
potential, they perform miracles. The classic example is that of
Human in the great epic Ramayan. When he was asked to jump over
to Lanka, for a long time Hanuman could not think himself capable
of doing so. He was all the while thinking of his physical limita-
tions. A little later, Jambuwan came and told him that he was
Vayusut. Hanuman was made aware of his potential—his capability. *1*
A value was added to his personality and in a minute he was on the
other shore. And so in the world of management, many managers will
have to play Jambuwan-like roles.

(1.2.3) MAINTAINING EFFECTIVE WORKING RELATIONSHIP:

Technology systems definitely make the hands and heads more
efficient. But the leaps in productivity come by reaching the hearts
of the people. True, there must be a combination of the head, heart
and hands in the development of people. And in dealing with human
beings, the heart must precede the head.

(1.2.4) PERSONALITY IMPROVEMENT OF EMPLOYEES:

Improvement of personality brought about by attitudinal
changes have been found to be the most enduring. But formation of
attitudes takes place throughout one's life and our own actual ex-
periences will contribute to the strengthening or weakening of our
attitudes. Hence, organisations by their fair treatment of employees
and the supervisors through their peer communication should promote
a supportive culture of cooperation and collaboration in which
people feel they are trusted, wanted and valued and given reasonable
freedom and autonomy to perform and contribute to the organisation.

Foot Note:-(1)Tulsidas, Ramayan, Geeta Press, Gorakhpur
(1.2.5) IMPROVING EMPLOYEES BY JOB IMPROVEMENT, JOB ENLARGEMENT AND JOB ENRICHMENT:

Some jobs are routine in nature, lack task significance, provide little challenge and are insufficiently motivating. There are three key psychological states of a job holder which affect motivation and satisfaction on the job. They are "Experienced Meaningfulness", "Experienced Responsibility", and "Knowledge of Results". When an employee experiences these three states on the job, he feels internal motivation and the urge to perform will. Hence, job redesigning should lead to restructuring jobs to reduce dissatisfaction. Job redesign will harness employees' unused abilities and foster teamwork. Through enlarging employees' discretion, job redesign will make work more challenging and as a consequence raise both productivity and satisfaction.

The approach of job enlargement combines tasks "Horizontally, typically lengthening the work cycle, which, in turn require additional skills and provide a greater sense of variety, task identity and accomplishment.

The approach of job enrichment goes beyond job enlargement in that it adds "Vertical" or quasi-managerial elements, especially, planning and inspection which contribute to employees' sense of autonomy and control over their work.

(1.2.5) WORK PLANNING AND REVIEW FOR EMPLOYEES:

This is being introduced in stages in many organisations and is designed to help an individual to systematically think about and plan for his growth through work. Since this involves discussions with supervisors, an individual can identify area of his strength
and the areas that need strengthening and further plan to enhance his capabilities. There is a feeling of fulfilment for both, the supervisor and the subordinate.

(1.2.7) **CAREER PLANNING FOR EMPLOYEES**:

The object here is to match individual desires and organisational opportunities. It should provide each individual with a rich learning experience so that he has a productive and satisfying career. It must also provide continuing opportunities for personal growth for the vast majority. Career planning should not merely enable a manager to step into someone else's shoes but should be a planned attempt to make him outgrow his shoes and step out of them. That is why in many organisations managers are called upon to indicate their preferences so that the top management could take them into account to the extent possible.

(1.2.8) **MOTIVATION OF EMPLOYEES**:

The term "Motives" can be defined as an inner state that energises, activates or moves, and directs to channelise behaviour towards goals. The function of motivation is modern management is to move employees to perform at the very peak of their abilities. But it must be remembered that the modern employee is motivated by much more than the "Carrot" of salary and the "stick" of discipline.

(1.2.9) **POTENTIAL APPRAISAL FOR EMPLOYEES**:

While Human Resource Development believes that every employees has the potential to grow and develop, it would be well nigh impossible for any organisation to make such huge investments on developing every employees to perform a higher role. Further, it
is common experience that all good salesmen do not necessarily make exemplary sales managers, not does good performance at a given level necessarily guarantee success at the higher level. Hence, having identified through the performance appraisal process the employee who are ready for higher responsibilities, it is necessary to identify their potential through a variety of sources like temporary placements, special assignments, group discussions, psychological tests and interviews.

(1.2.10) **PERFORMANCE APPRAISAL FOR EMPLOYEES**

Having thus examined the various inputs that are necessary to create a proper environment for performance in an organisation, the important thing is to measure the performance through a performance appraisal process. It is an instrument, through which, the developmental needs of the individuals employees can be collectively recognised. One important function of performance appraisal is to act as an instrument in the hands of the administration for the assessment of the actual performance of individuals within the service and regulate their ordered and just advancement.

(1.2.11) **IMPROVING PRODUCTIVITY BY JOB ROTATION AND PLACEMENT OF EMPLOYEES**

The simplest of workplace reforms is job rotation which permits employees to switch jobs either in terms of fixed schedule or on an adhoc basis without changing the characteristics of the jobs involved. Thus, employees gain more variety in their work and perhaps in their social relations. It gives them an opportunity to learn additional skills. Management also stands to benefit, since employees are able to perform a number of jobs.
Placement of employees refers to assigning rank and responsibility to an employee, identifying with a particular job. However, if employees are found to perform below expectations or potential, the supervisor must review those cases and place them according to their aptitude and potential.

It is increasingly realised that training is an active arm of the management for preparing the personnel for upgrading and updating their capabilities to meet the new organisational challenges. But there is a need for transforming the orientation from training to learning.

Opportunities should be created for the advancement of persons who are capable of higher responsibilities, by giving them greater rewards, greater responsibility, greater authority, and greater autonomy. High fliers tend to fly out of the organisation at the earliest opportunity, and they require very special treatment and fast career growth. It is a problem to retain, nurture and motivate such people because the command a high market value. The talented among the "solid Performers" who are the real weight carriers in an organisation need to be convinced and motivated.

These functions and Activities should help for creating the environment for excellence in an organisation and also provide greater job satisfaction which will lead to individual growth and organisational progress. The results will be enduring if there is an automatic, continuous cycling process that ensures HRD activities to happen with regularity and with focus. In short, HRD should become a continuously present "harmone" in the blood stream of any organisation.

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In general terms, planning for Human Resource is the base upon which effective Human Resource Development is constructive. More specifically, human resource planning involves forecasting Human Resource needs for the organisation and planning the steps necessary to meet these needs. Planning for Human Resource consist of developing and implementing plans and programmes to ensure that the right number and type of individuals are available at the right time and place to fulfill organisational needs. Human Resource planning is one of the fast growing areas in Human Resource Development and one of the paramount significance. Human Resource planning helps that chart the organisation's fulfill the business plans plans that ensure that organisations fulfill the business plans plans that chart the organisation's future in terms of financial objectives, output goals, product mix, technology and resource requirements.

The general strategic purpose of Human Resource planning is to identify future organisational demands and supply of Human Resource and to develop programs to eliminate any discrepancies, and the best interest to individual and the organisation. More specifically, the purposes of Human Resource Planning are to:

- To provide a better bases of planning employee's development that makes optimum use of workers attitudes.
- To reduce personnel cost by helping management to anticipate shortages or surpluses of Human Resource and to correct these in balances before they become unmanageable and expensive.
- To improve the overall business process.
- To promote greater awareness up the relevance of sound
Human Resource Development throughout all levels or organisation.
- To provide a tool for evaluating the effect of alternative
Human Resource actions and policies.

Due to advent of computer technology all the above enumerated purposes are now more easily attain the above before. The technology allows vast job related records to be maintained each employee, in a sense creating a Human Resource information system. These records includes information on employee's job, performance, work experiences and performance evaluations. They provide a job history of each employee in an organisation and a complete set of information on the jobs and position in the organisation which can be use to facilitate the needs of planning for Human Resource in the interest of the individuals as well as the organisation.

(1.3.1) IMPORTANT ACTIVITIES:

The important activities in this area are:

(i) Planning and forecasting the organisation short term and
long term Human Resource requirements.

(ii) Analyzing the jobs in the organization to determine the
skills, knowledge and abilities that are required designing jobs
to accommodate the needs of both the individual and the organisation.

The above two activities are essential for effectively
performing many other Human Resource Development activities. They
assist in determining that (a) how many and what types of employees
are required by the organisation today as well as tomorrow; (b) From
where the employees will be obtained (c) The training needs of the
organisation.
The current relevance of Human Resource Development is largely due to several trends and crises in society and to the recognition that HRD can significantly influence the objectives of the organisation.

1.4.1 Trends and Crises:

The following are the major trends and crises influencing the significance of Human Resource Development area:

- The case associated with human resource
- The productivity crises
- The increasing pace and complexity of social, cultural, legal, demographic, and educational changes and
- The symptoms of disfunction in the workplace.

Human Resource Cost:

Today, corporation realize that it pays to be concerned with how they manage their human resources; for that, organization's now know that their important assets are not just financial resources but also having the right people at the right time, who can effectively manage an organisation.

The Productivity Cost:

Over a period of twenty years, it is evident that productivity sharply declined and it is more than a threat to our economy, it also emphasizes the significance of Human Resource Development because more effective utilization of human resources may be the best hope of stopping the slide in productivity.

The Pace and Complexity of Change:

Several ongoing changes in the cultural and educational levels and the social order of the country have contributed to the concern of Human Resource Development.
Symptoms at workplace:

Rapid social change have been accompanied by changes in the relationship between the worker and job. The emergence of work alienation, boredom and job dissatisfaction in the workplace.

These symptoms are often associated with decreasing motivation and increasing counter productive behaviour and worker's demand on the workplace.