



Review of Literature on Human Resource Development

KEYWORDS

Human resources, Organizational and individual goals, H.R.D, and Training.

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ABSTRACT *There is comprehensive literature available regarding human resources development and has produced ample knowledge in the concerned fields. The study of the human beings and their utilization is a very important factor and is vital from the view individual wellbeing. Human resource development is a planned and continuous process because it is not a product but an end. Human resources are those such as, talents, abilities, energies, skills, knowledge, and aptitudes etc of the people must be recognized and utilized properly which can be applied to the production of goods and rendering services. The better utilization of the human resources can be made only due to the proper guidance, encouragement, support and effective leadership. Therefore human resources development is thus a realization of the need in order to give required importance to the usefulness of human beings, above all resources of an organization. Social scientists have not paid much attention to explore the sociological issues while dealing with the leadership concept but few scholars have examined the issue in their own perspectives. Hence in this article it is mentioned that there is a need to study the concept of human resource development from a sociological perspective.*

INTRODUCTION

There are several economic, psychological and sociological perspectives of Human Resource Development and are many economists, psychologists, and sociologists and also many of the scholars belonging to the field of management have dealt with the concept of human resource development.

Many economists have dealt with the topic of "Development of Human Resource", __ Adam Smith, Karl Marx etc. They opined that focus should be laid on human element or on the labour force and individual's development or human growth. They were of the view, the quality of human growth as satisfying improvement of the individual, in consonance, with the economic, social, political, psychological, physical and biological background. Thus the psychological and social impacts, together with the experience of individual unlikeliness, have a bearing on the quality of development of human resources, at a particular time. Every industrial process is concerned with the human beings and their behaviour that requires psychological needs. Psychological needs determine our activities, actions, purpose, words, our perspective towards the world etc., H.R.D. is directly related, to the change in man's productive behaviour. The basic factor, for an effective H.R.D. programme, in an organization, is a proper understanding of the needs and behaviour of the employees. Proper and appropriate motivation preferred to achieve an increase in the company's productivity. Sociologists see in H.R.D. a mixture of social conflicts. By guaranteeing minimum entitlements and ensuring some equalization of services, a lot of the frustration of the old and the new poor, can be removed.

Writings of Gunnar Myrdal and others there should be a quality development of human resources in the view of modernization of society in general for the optimum utilization of human resources we have to provide good education, nutrition, shelter, drinking water and employment. (Myrdal, Gunnar K. Vol. 2, 1961).

As per Theodore Schultz, one of the pioneers of the 'Human capital' approach school refers Human resources as the capital which plays an important role in changing the status of the people in society. It is possible through the people who exhibit their skills, acquired abilities, experiences, and talents (Schultz T.W., 1981).

According to Paul J. Meyer that, "the greatest natural resource, of a nation, is its people and opines one of the main

resources of the society is the people. If people if there is development of human resources then automatically nation also develops. Maximum exploitation of Human resources will definitely tend to develop the nation. (Meyer, Paul J. ____ Quoted by Jayagopal, R.,1990)

The noted economist, Alfred Marshall wrote, "The most valuable, of all capital, is that invested in human beings". (Marshall, A. 1910).

According to great economists, like Simon Kuznets, Edward P. Dennison, Gary. S. Becker, Jacob Mincer and B. A. Weisbrod, the nation should invest capital on human resources to their around growth by giving them good education, training and employment. Inturn developed human resources will contribute directly to nation's development in all its spheres. (Mehta, M.M. 1976).

According to Rao (1997) Human Resource Development deals with the development of energies, capabilities, abilities, talents, skills, attitudes and aptitudes etc. And it also deals with the creating circumstances that make human beings to get the best use of them. He has dealt with the development aspect and opined that development is a never ending process. People try to develop themselves in various directions that give rise to new problems and issues which require them to develop new competencies, skills, talents and abilities to face the challenges, upcoming problems, changing requirements and aspirations etc., There are certain universal goals towards which all human resource development hard work should aim to achieve.

The ultimate goal of human resource development in any country mainly should be to improve and develop the quality of life of its entire population. (Bacchus, 1992).

Harbison and Words (1965) are of the opinion that Human Resource development is a continuous process that is concerned of developing and increasing the knowledge, skills, and the capacities of all the people in a society.

In the words of Enthekuzhy (1989), has provided the definition of the concept of Human Resource Development as follows: it leads social, cultural, psychological, economic, intellectual, moral, development of an individual. It also leads for the individuals overall development, so that he contributes

his best, to the community and the nation.

As such "human resources" is concerned with the human side of the business organisation, with groups of people, with friends and enemies with varying needs and interests, with emotions, rumors, attitudes".

Human resources sociology is a service of classifying, predicting and understanding human behaviour, in business and industry. "It is a study of social systems in industry and studies systems of authority, relationship between line and staff authority, the flow of work, in relation to the social group, the sentiments, attitudes and feelings of people, the actions of people participating in a social situation, the interaction of sentiments and action within social systems".

The Sociological approach deals with the human side of the employee employer relationship.

The Hawthorne Studies there should be a healthy relationship between the organization and employees. Organization expects that there should always be a maximum production. And this could be possible only if the employees work to the optimum. The employees should have positive attitude and this will result in the maximum productivity.

Elton Mayo in his book "The human problems of an industrial civilization" there must be an intelligent leader to lead the employees. It so happens that most of the workers will always be absent on the work spot. This is mainly due to their feeling of insecurity in the industry. The intelligent leader can motivate such employees and bring them on right path so that there should be less absenteeism and less labour turnouts. This will result to higher production.

Sociologists have talked for years, about the role of conflicts, and this aspect is very crucial and relevant, in industry. A worker, who does not know what, is expected of him, and what he may properly do in accomplishing his obligations, is uncertain and unhappy. Hence it is absolutely essential to ensure that, the worker has a clear idea, about the assignment and clarity can be affected, through proper training __an HRD input.

Without appropriate training a person does not have a capacity to fulfill this assignment, in a competent manner. As such, he may rebel against the job and may not enjoy work. His lack of ability to perform the job properly may be the evidence of poor selection and placement or may be the result of inadequate training and skill development.

An individual is constantly interacting with his environment, both physical and human. Such interaction triggers off certain thought processes, which crystallize into ideas and concepts. He is particularly influenced by certain ideas and develops an emotional attachment to them. He starts feeling the urge to put them into practice and starts looking at the fulfillment of his ideas, as his main aim and goal. It is at this point that, H.R.D. plays a pivotal role, in motivating him, to unify his individual goals and company goals and work towards attainment of the same.

DR.M.V.Moorthy (April, 1992): has clearly explained about the human resource development, who are called as personnel, their needs, welfare facilities etc., and how they are held to be necessary for the organization? He has explained about the personnel department, its maintenance responsibility, behavior, status and role of the personnel officer or H.R.D. Officer or manager, his qualities and functions he performs in the organization. All these aspects are dealt below in detail.

Human resources are regarded as personnel who are very much required for the utilization of available material resources and run the organization and reach the defined goals ef-

fectively. Every organization consists of management and it is referred to as art which helps in combining the material and human resources so as to attain the goals of the organization. The author has beautifully viewed the necessity of human resources in the organization that is, a person or a worker is not only a human being or animate but he is also a social being who not only concern and worry about himself but also cares for others (colleagues). Man is intelligent, thinking ability and their own social tasks to deliver and accomplish them. Here Dr. Moorthy has dealt with the social invasion of work place which signifies the influence of family and his surrounding environmental circumstances. Assume if anything happens in a person's family like quarrels or accident, etc then these actions disturbs him and he may be emotionally and mentally get affected by these acts which normally reflects in his work so this what he meant by social invasion of work place. As with the change of job roles, change can even be noticed in the organizational design also by which administration (bureaucracy) and managerial (executive) power will be minimized and ultimately social equality (democracy) and individual creativity, and advantage will be developed and increased. Under the fresh understanding, the old procedures or systems of the personnel management may found to be inappropriate. Therefore in this viewpoint the inappropriate term personnel management is completely been replaced as Personnel Development or Human Resource Development. He has also mentioned that the management has to pay attention in providing more opportunities to the workers for their overall development.

The manager is considered as the leader of the H.R.D department. He occupies a very unique position in the industry. He has the significant role of managing, safeguarding and developing the human resources and make use of them in a proper manner. He gives suggestions, and praises his subordinates for the work accomplished. Personnel manager has powers, roles and functions to be discharged in the industry example; selection and recruitment, training, welfare services, and promotion etc.

The personnel department has its own place and prominence in the industry. Not only H.R.D department but every department has its own important. Each department consists of different types of work to be carried on and for that sake workers need particular skills, abilities, training, and talents so that with the help of these features they can deal with the work entrusted to them in each of the department. The personnel department helps other department to find the required number of workers with desirable and necessary competencies in time. Personnel manager or H.R.D. Officer is a main person in the organization who looks after and even maintains the department and workers satisfaction. The role of a personnel manager is an important one because he has to observe his worker's work and be attentive at all times and present a friendly atmosphere amongst himself and his workers. He should be available to other or his subordinates at the times when required to his workers, and should be unprejudiced, fair enough to deal with his subordinates and industrial work. He must be able to correct the faults without giving any type of punishments to workers, and encourage them for their personality development.

There are certain welfare activities which are needed to the workers in the industry those are, work place should be kept clean and hygiene, safety and security to the workers, rest rooms, canteen, bathrooms, washing facilities, medical, transport, housing facilities etc. So however it is the key duty of the personnel manager to see that the workers are satisfied working in the industry and also see that all the welfare facilities are provided to them at the work place.

As per H.V.Shankaranarayana and P.N.Udaya Chandra have dealt with the concept of "Human Asset as a Strategy for Competitive Advantage", which states about the unpredictable and changeable market state of circumstances which

seems to be produce more and new worries for the corporate activities. In reaction to these, embarrassments of interference were confronted by the management consultants, practitioners and even by the academicians. More over all these improvements have laid the way for reconsider and re-identify of resources organization and resources consumption at the venture (business enterprise). In the world we find zeal for quality and happiness to clients (customers) which is to endure is only possible through taking on or embracing approaches for development. The only resource used to obtain competitive benefit is Human resources. The challenge of 21st century is establishing and forming of human resources for the accomplishment of organizational. The consequences of the realization of the H.R.M. and modification of employees into human assets or resources through organizational interventions exposed considerable outcome. Tangible consequences were achieved through the involvement made by the human resources. To obtain competitive benefit over other enterprises, that requires a new structure of global organization. Human resource as an approach wants organizational dedication and should become an element of the over all development strategies. It requires reformation of the purposes with change in the attention area. Training for empowerment relates to the performance and act based on the knowledge, skills and outlook. Strengthening of the training and observation of the individual performance should be adjusted to the organizational performance levels. Recorded evidences disclose the noticeable change towards the formation of Human Resources. With the fast varying technology; aggressive competition and global market setting have aided the company's to adopt human resources strategies which in the actual sense is a plan for the existence in the globe.

R.P.Singh; in his article "Emerging Environment for H.R.D", has asserted that, Since the eighteenth century H.R.D. has come out or came into view as a hopeful discipline which states if the human asset is suitably utilized in the accurate path it will find its own way of consumption of its more grown-up competencies. The organizations will also consider more contented in finding and attaining the right sort of human resources for proper consumption. It is the human beings who make things take place in encouraging situations. H.R.D. is the process of facilitating people. New developments in the domain of organizational behaviour, psychology and para-psychology, the relative studies on human skills in organizational conditions, hard work for continuous development, quality awareness, resourceful management, behaviour-oriented, and team-based performance assessment techniques, progression in the information technology, rising significance of supportive principles, modes and advancement about brain and mind under apexes psychology, all have a significant impact upon the area of HRD.

According to Seema. S.Singha and D. Singha and their article "H.R.D. Perspectives in the 21st Century" have expressed about H.R.D which not only act as an important determinant of economic development but lay paths to all development activities. This paper suggests the action programs for gaining progressive rate of H.R.D. They have mentioned certain objectives of H.R.D of a country or status as:

It aims at providing opportunity facilities to all those people who are actually in need of jobs with sufficient income.

Giving employees proper education and training facilities by which they can utilize their capabilities for the better production and even they get benefitted from these provided facilities too.

The main intention of the H.R.D is recruiting the right man for the right job or work. Thus these are the three major objectives of H.R.D.

However, they have also mentioned about The Economic and a Potential Weekly Research (EPW) Foundation has formed

the human development index for 17 Indian states for the year 1991. And As per this index Assam is considered as a low human development state owing to its lose pace growth in the field of economic and social area.

The former situation of Assam's economic progress also make us know that there was extensive overlook of growth of the social sector which has reduced or diminished the tempo of Assam's long period economic development as well. Therefore, if the current structure of education persists and if a well developed human resource strategy is not implemented, it is apparent that the social disorder will become unmanageable in the approaching years. The high rate of growth population by coming and settling in places that is, immigration also badly endanger the view of advancement of human resource development of the state. Taking these entire features into considerations, Assam requires organizing an action programme for realizing the advanced rate of H.R.D.

Tapan Kumar Shandilya and Manoj Shankar Gupta in their article "HRD in Indian Organizations" has stressed that, there is a great requirement and necessary of H.R.D its strategies and techniques, that deals with human relations or human concern approach and even have dealt with some of the chosen procedures of carrying its activities in the 21st century in the Indian organizations. For the growth of the organization H.R.D is a major element. And it is different from other kind of resources, and in this they have showed that human resources must be valued and respected and so that human beings become more confident and can handle their affairs, activities and even his ability for decision making with ease. His improved ability and competence makes clear and intelligent in his job. An organization must consists of good and conducive environment and the main function of an H.R.D manager is to look after and concentrate on the work related aspects which help in creating good work climate in the organization. It signifies the organization aim at the building overall development of a person and enhances the abilities and competencies of its employees to develop their talent and capacity in the work that is appropriate to them.

Vijay Kumar Mishra, Prabhat Kumar Pani and Vaidehi Mishra in their paper "Human Resource Development in Indian Context" have taken into consideration the concept of H.R.D. and its importance in Indian context. The authors have expressed that, during the last two decades H.R.D is been receiving more attention in the management. H.R.D is regarded as the "mother of all the resources" however these resources are hard to manage but occupies a unique position. It is more prominent because it is the human resources that bring into being all other resources like material, machinery, money and even aid the management in various aspects. It is the human beings who have potential, ability and intelligence to act and think by them. They have mentioned few objectives of the H.R.D. that includes overall development of individuals, co-operation between co-workers and obtain maximum satisfaction from there work, resulting in the benefits to the organization. The developing country like India which is known as the second largest country in the world no doubt has the real need for making an all-out drive for H.R.D.

But the presence scenario is far more than what is needed. India faces a challenge of evolving disseminating and up-grading of technologies required for urban and rural areas. H.R.D is the main path of attaining sustained economic development. Hence 1980's can be called as decade of H.R.D and 1990's are likely to continue to be the decade of new technology in the field of H.R.D.

G.P Prasain in his article "Labour welfare and Social Security Measures in the Public sectors in Manipur: Case Study of Manipur Spinning Mills Corporation" has highlighted the welfare facilities provided to the workers in Manipur spinning mills corporation that allows workers to lead a worthy work life, family and social life. In this paper an effort has been

made by the author to identify the scope of labour welfare and social security that is provided by the management of the mill corporation to its employees.

The author has dealt with the provisions and welfare facilities that are provided to the workers in the corporation such as; job- security, insurance, educational, medical, health, clothing, housing, recreational facilities etc. And as per the study conducted by the author 65% of the employees have said that, they live in their own houses and the distance they travel from their houses to mill is 1 to 3 km's. There is an insufficient transport facility. In the year 1986 housing activities in the cooperation came into being. The workplace consists of dispensary with two medical officers etc. It also consist a canteen that is operated by private contractor it does not provide things at subsidized rate. It involves KG school and it needs to improve several types of welfare facilities and social security measures for the employees to make them satisfied at the workplace.

In the paper "Human Resource Development and organization" K.K. Agrawal and V.K.Garg have stated about the importance of HRD in the organization. When it is compared with the other resources, among all it is regarded as one of the most significant resources which is difficult to manage, and is most fundamental but it has its own value and significance. Without human resources it is impossible to imagine the formation of organization because human beings or workers are considered as the backbone of the organization. It is the topic of great national importance and the developing country like India has shown much of the concern towards the development if 'Human Resources'.

In this paper we can come across that, through the implementation of HRD efforts in organization so that the employees can upgrade their skills and develop their level of participation in reaching the organizational objectives. Therefore the "HRD strategies clearly assume a practical and positive approach or a development plan rather than immediate policy or constructive strategy".

The author M.P. Hrishikesh in his paper "Employee Training

and Development Issues and Challenges" has assumed that, training no doubt is considered as a very important and essential aspect of HRD and every organizations need to implement various training programmes for the development of skills and competences in employees which not only act as an advantage to the employees but also aim at reaching the organizational success. That is the reason as to why organizations spend crores of rupees on conducting training programmes, for ex: formal training etc. Training programmes or philosophy must be encouraged as well as supported and cooperated by conducive and good organizational environment and culture. Most of the training actions aim at increasing and adjusting three skills which are important those are: Technical, problem-solving and interpersonal skills. Due to the passage of time acquired skills get weakened and sometimes get outdated too. Training programmes are organized in the organization to develop competencies, skills, knowledge, and abilities so that they become competent. It is well defined and planned process that helps at the improvement and development of several skills and knowledge in the people.

Conclusion

From the above review of literature on human resource development researcher has stated that, human resources have to be developed and utilized in a proper manner. This is an emerging perspective that takes into consideration many aspects. The main focus is human beings and their well being. Each author has defined the concept in their own ways and come out with different interpretations. As per the theorists, social scientist etc, human resources has to be maintained, developed and utilized properly. This could be better be done by implementing and arranging of the training programmes. As human resource development involve the process of training and development of managers and employees. It is moreover concerned with placing the right person at the right job at the right time. Moreover H.R.D is the main path of attaining sustained economic development

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