Research Paper

Human Resource Management ♦

HRD as a Total System

* Kapil Dev Upadhyay **Dr. (Prof.) Vijay Kumar Soni

* Research Scholar, Director, Sanskriti School of Business, Vadodara

** Research Supervisor, Principal- Jai Meenesh College, Phagi, Jaipur (Rajasthan)

ABSTRACT

The purpose of HRD system is broadly to build the competencies and/or commitment of individuals, dyads, teams and the entire organization as a whole though a variety of instruments. Its objective also is to build a lasting culture so that the employees learn and give of their best on a continuous basis.

Keywords : HRD as a Total System.

A changing business environment can influence the outcome of current operations, stakeholders and corporate strategy as a whole. The HR function plays an important role in viewing and integrating business opportunities, stimulating employees, developing employee strengths and creating corporate teams that share the company's vision and translate this concern into profit.

For employers the value of the HR function lies in the bottom line. Greater productivity, higher quality, better customer service, positive employee relations and lower costs are among hundreds of factors that typically contribute to higher profits. Such factors are often directly improved by innovative and effective HR practices. Historically, businesses would account for HR functions as an expense and learning as a depreciable asset. Today when we are talking about value addition from every process and function, HR is viewed as an investment that can lead to future exponential gains, which was not the case earlier. What underpins the success of organisations is their ability to add value to the inputs they use. Adding value in this sense is the central purpose of business activity. A commercial organization, which adds no value whose output is worth no more than the value of its inputs in alternative uses - has no long-term rationale for its existence. Many surveys have revealed that the managements perceive that the value addition by the HR function in their organization will increase in the future.

Systems Approach to HRD

Possibly no century in the history of human civilization has seen as many changes as the twentieth. Change is not a contemporary phenomenon. It is inseparably associated Notes with the passage of time and human enterprise. The advent of the industrial age may well be termed the machine age. Complex machines revolutionized the way people worked. The machine age not only changed the way people lived and worked but also how they thought about work. Performance criterion began to undergo radical changes.

A large number of scientists such as Ealton Mayo, Rothlieschberger, Merton, Maslow, Argyris and others viewed organisations as a complex of interpersonal relationships. They placed emphasis on human behaviour as the cornerstone of organizational management. The machine was only as good as the man behind it. Gradually it was felt that neither the man nor the machine but the man-machine system and its inter-linkages with other systems

determined productivity. System thinking is base on the principles of synthesis rather than analysis. Analysis is the process of braking down a problem into its most elementary parts. Solutions are then found to each individual part. The results though were not wholly satisfactory. In spite of so many unit solutions, at the organizational level the problems could never be solved entirely. The sum of part solutions was never the ideal solution of the whole.

It was the application of such synthesis oriented thinking to the organization, which has placed the human resource in a holistic perspective. Men do not work in isolation of other resources in the corporation. Human resource development is not merely the study of human beings and their interpersonal problems. It needs to be considered within the organizational perspective. The organization is part of an industrial context. This in turn is part of the national economic scenario. This again is a part of the global changes. The impact of all those changes creates new challenges for the human resource. The role of HRD is to enhance the abilities of human being to meet these challenges. To determine the precise role of HRD, it is necessary to examine the various systems with which an organization reacts and within which it exists.

With the HR function moving from its former labour-relations role to become a true business partner and the need to balance its day-to-day responsibility with the key to become strategic partners in corporate management, a critical need has emerged. That is to develop a new set of competencies for HR professionals. These competencies need to centre on increased strategic thinking and more effective communication with various 'customers' It is imperative that as the HR function faces the challenge of having to attract, retain and develop the best talent, it should be placed in its proper strategic perspective.

Human resources management is the term increasingly used to refer to the philosophy, policies, procedures, and practices related to the management of people within an organization. If we consider HRM as a system, HRD is one of the subsystems. HRM can be viewed as process-systems. The significance of process- systems view is that it:

● takes into account the interdependence of all aspects of human resources management

● recognizes the relationship between human resources activities and organizational goals.

A process is an identifiable flow of interrelated events moving toward some goal, consequence, or end. An example in human resources management is the staffing process, a flow of events that results in the continuous filling of positions within the organitation. These events will normally include such activities as recruiting applications, making hiring decisions, and managing career transitions such as transfers and promotions.

A system, on the other hand, is a particular set of procedures or devices designed to control a process in a predictable way. The staffing system of a given organization, for example, might include such devices and procedures as application blanks, interviews, reference checks, a six-month probationary period, a procedure for posting job openings with the organization, and procedures for applying for transfer.

Thus, the term process refers to a combination of events that leads to some end result, and the term system identifies specific procedures and devices used to control those events. In essence, we can mention some of the important process-systems of HRM:

- Human resource planning
- Job and work design
- Staffing
- Training and development
- Performance appraisal and review
- Compensation and reward
- Employee protection and representation
- Organization improvement

To effectively manage these processes, human resources systems are planned, developed, and implemented through the combined efforts of all managers and human resources specialists -and frequently all employees in an organization.

Overall, the systems are intended to achieve organization-wide goals and contribute to organizational effectiveness and productivity.

HRD is concerned with the people's dimension in the management of any organization. HRD is a continuous process comprising the function of acquisition, development, motivation and maintenance of human resources. The objective of any HRD system and process is to build a proactive organization and create an enabling environment that seeks not to respond or react to change but to create change and dynamism.

When activities are related, a system exists. A system consists of two or more parts working together as an organized whole with identifiable boundaries. For example, car is a system composed of the subsystems engine, transmission, radio, and the like.

A human body is a system composed of respiratory, digestive, circulatory, and other subsystems. Human resource activities form an interconnected system with boundaries. Thinking in terms of systems is useful because it enables one to recognize the interrelationships among parts. Systems thinking also require recognition of the system's boundaries, which mark .the beginning of a system's external environment.

Because most systems are open systems, that is, systems that are affected by the environment, the environment is an important consideration. Organisations and people are open systems because they are affected by their environments. Systems are organized ways of making things happen. A system must be imbued with spirit and be governed by norms, values and rules. While all these can be part of a system, they cannot replace the system itself. For example, an HRD spirit is essential for effective implementation of HRD. Without spirit, no one can be committed to development.

Culture can be defined in terms of values and norms. The instruments available for an organization are put into sub-systems and become HRD systems or sub-systems. Some of the sub-systems of HRD are mentioned here.

Mechanism or Sub-systems of HRD

Techniques of human resources development are also called HRD methods, HRD instruments, HRD mechanisms or HRD sub-systems. They include:

- Training
- Performance appraisals
- Potential appraisals
- Rewards and recognitions
- Career planning and counseling
- Employee welfare and quality of work life
- Communication
- Organizational Development
- Role clarity
- Team building

Training: Training is linked with performance appraisal and career development. Employees generally are trained on the job or through special in-house training programmes. Some employees may be deputed for outside training to enhance, update, or develop specific skills. This is especially valuable if the outside training can provide expertise, equipment, or sharing of experiences that are not available within the organization. Managers and employees who attend in-house or outside training events are also expected to submit suggestions concerning any changes they would like to be implemented on the basis of their new knowledge.

Performance and potential appraisal: If the performance of people is to be enhanced, their performance needs to be periodically evaluated. For this purpose, performance appraisal interviews between the manager and the subordinate are to be conducted at regular intervals. Potential appraisal means the possibility of career advancement. A dynamic and growing organization needs to continuously review its structure and systems, creating new roles, land assigning new responsibilities.

Rewards and recognitions: Recognizing and awarding employee performance and behavior is an important part of HRD. Appropriate honors and awards not only recognize and motivate employees, but also communicate the organization's values to the employees. In HRD systems, innovations and use of capabilities are awarded in order to encourage the acquisition and application of positive attitude and skills.

Career planning: The HRD philosophy is that people perform better when they feel trusted and see meaning in what they are doing. People want to know the possibilities for their own growth and career opportunities. As managers have information about the growth plans of the organization, it is their responsibility to transmit information to their subordinates and to assist them in planning their careers within the organization. In the HRD system, long-term corporate growth plans are not kept secret but are made known to the employees.

Organization Development: This function includes research to ascertain the psychological health of the organization. This is generally accomplished by means of periodic employee surveys.