

EVALUATION OF HUMAN RESOURCE DEVELOPMENT IN INDIA

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Abstract

Everything you need to know about the evolution of HRD (human resource development.) Human Resource Development (HRD) is that part of Human Resource Management which specifically deals with the training and development of employees. It helps the employees in developing their knowledge, skills and abilities to achieve self-fulfilment and aid in the accomplishment of organizational goals. HRD includes the areas of employee training, career development, performance management, coaching, mentoring, key employee identification, talent development and organization development. Developing a highly productive and superior workforce is the aim of HRD activities. The human resource development has not developed within a short period. It took decades together for development of HRD concept to the present form. Evolution of it can be traced as way back to beginning of industrialization. It is necessary to trace history of it for understanding the modern concept of HRD. In this paper an attempt on the Difference between HRD and HRM and Evolution of HRD.

Keywords: Difference between HRD and HRM and Evolution of HRD and

INTRODUCTION

The human resource department plays a wide variety of different roles in the success of an organization. To compete in an ever-changing world, businesses must frequently realign themselves. Organizational development is a way to improve a company through this change process. When done effectively, organizational development focuses on the best use of the company's employees.

Human Resource Development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Organizational development is a planned effort for a work group and/or the organization, managed by leadership and supported by employees, to increase organization effectiveness through planned change in processes and systems. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. Organizations have many opportunities for human resources or employee development, both within and outside of the workplace. Human Resources may set strategies and develop policies, standards, systems, and processes that implement these strategies in a whole range of areas. The following are typical of a wide range of organizations:

- Recruitment, selection, and on-boarding (resourcing)
- Organizational design and development
- Business transformation and change management
- Performance, conduct and behaviour management
- Industrial and employee relations
- Human resources (workforce) analysis and workforce personnel data management
- Compensation, rewards, and benefits management
- Training and development

The HRD function in the manufacturing industries is often concerned with payroll, administrative work and mediating between the management and the workers. Mostly, the manufacturing companies lean on the HRD function in times of labor unrest and strikes. Manufacturing is the use of machines, tools and labour to produce goods for use or sale. The term may refer to a range of human activity, from handicraft to high tech, but is most commonly applied to industrial production, in which raw materials are transformed into finished goods on a large scale.

Approximately 5.8 million jobs in other sectors depend on, or are supported in some form by the manufacturing industry all around the world. U.S.A's manufacturing industry

alone provides 11.7 million jobs and boasts as the world's 10th largest economy. These two facts illustrate the vital role manufacturing industry plays in functioning of the economy worldwide.

GE as a global company with operations in more than 100 countries believes in developing the talent of new employees with programs designed to give in-depth experience and build skills that are crucial for long-term success. Their heritage is built on continuous learning, which is why they invest more than \$1 billion annually in training and education offerings.

Tata Steel formerly known as TISCO and Tata Iron and Steel Company Limited is the world's seventh largest steel company, with an annual crude steel capacity of 31 million tonnes. It provides free medical services to all employees and their family that continues after retirement too. Plus, it provides monetary incentives to employees who pursue higher education in a related field along with study leave, scholarships, etc.

Oil and gas company Hilcorp, headquartered in Texas with more than 1400 employees, tops Fortune list of the best workplaces in manufacturing and production for the second year in a row that paid a hefty \$100,000 bonus pay-outs last December. This is a great place to work because employees do their best and put their best foot forward to make things better for tomorrow. Its employees say, 'we all show up every day with our A game and do our best. '

With strong sales and increased attention from the investment community, manufacturing industry requires human capital now more than ever as they plan to be the fastest growing service sector. Now, many small and large enterprises are realizing the value of effective human capital and their essential contribution towards business success. Other than the general challenges of global competition, product development and cost containment, manufacturing faces major issue in the HR department. In the times of dynamic global market developments, HR in manufacturing industry needs more focused attention than ever. As largest provider of employment, manufacturing industry unsurprisingly face some serious HR challenges:

Recruitment difficulty: The large number of job positions to be filled pose a challenge for the HR. What makes the task of filling many job positions even further more complex is the need of specific skill set required by the worker. Manufacturing industry who look for skilled workers, frequently face shortage of people with the right skill set and abilities, hence forming another hurdle for the HR.

Employee retention: An increase in turnover rate in manufacturing industry is a common phenomenon as people often leave to explore new and exciting opportunities. Other reasons

for increase in turn overrate may be due to no growth or development of the employee on both professional and personal front, low pay package, lack of benefits or poor work environment.

Global competition: As these increases, the task of making the company attractive to top talent and innovators in this age of cut throat competition, is a challenge important for the survival and growth of the company in the industry.

Training and development: It is the sphere where HR has to operate to its optimum. It is equally essential to provide adequate training to employees, in order to keep them update with the latest developments in the industry and prepare them better for the upcoming challenges.

Decline in workforce: Even though the sector seems to be growing, and there is a perpetual demand for workers, there is a shortage of skilled candidates as salaries in manufacturing is higher compared to the combined salary averages across all other industries, but unfortunately it is not acting as a magnetic factor in attracting new and better talent into the industry.

As far as Human Resource Management is recognized as one of the most important managerial aspects in the life of every company. HR in manufacturing is much more rules-driven and consistent in applying those rules. HR role provides leadership in designing of the organization growth. A poorly designed organization is like a colander; in there we can pour top level talent and hours of effort into it. A well-designed organization uses its talent effectively and HR works on it so hard to build talent. Many small to mid-size manufacturing companies have become increasingly aware of how an effective human resource leader can contribute to the success of the business's bottom line. With the perpetual growth in the manufacturing industry, the role of HR is bound to play an even more crucial and complex role in the future. But with diligent care, HR can overcome each and every hurdle and do what it does the best: Help the company achieve newer heights.

Human resources management (HRM) is a management function concerned with hiring, motivating and maintaining people in an organization. It focuses on people in organizations. Human resource management is designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals.

HRM is the personnel function which is concerned with procurement, development, compensation, integration and maintenance of the personnel of an organization for the purpose of contributing towards the accomplishments of the organization's objectives.

Therefore, personnel management is the planning, organizing, directing, and controlling of the performance of those operative functions (Edward B. Philippo).

Human Resource Development is the framework for helping employees develop their skills, knowledge, and abilities, which in turn improves an organization's effectiveness.

Find out what types of activities are part of human resource development and the benefits they can have for an organization.

Human resource development helps organizations develop their workforce through employee training and career development which improves organizational effectiveness and performance.

Human resource development may include many different opportunities, activities, and employee benefits, such as:

- Performance management and development
- Employee coaching
- Mentoring
- Succession planning
- Tuition assistance
- Organizational development

A strong Human Resource Development (HRD) program can improve company productivity and profitability while increasing employee satisfaction. HRD is actually one of the most significant opportunities that employees look for when they are considering taking a new position. It helps employees feel that their company is invested in them, which creates a more loyal workforce and also makes them more accepting of change when they're exposed to new skills, information and practices on a regular basis.

HRD refers to employee training, career development, performance development, mentoring, coaching, tuition assistance and other activities that are related to developing a workforce. HRD is considered the key to higher productivity and better productivity because it helps employees develop the knowledge, skills and attitudes an employer wants in its employees. It can also increase job satisfaction for employees and open lines of communication among team members.

Formal training

Formal training could include in-class training, planned organizational changes or college courses that could add value to your company. Some of the most common workplace training topics include:

- **Sexual harassment and discrimination prevention:** Discrimination prevention as well as sexual harassment prevention training has increased in popularity in recent years
- **Safety and risk management:** The Occupational Safety and Health Administration (OSHA) requires that employees receive safety orientation training, even temporary workers
- **Equal employment opportunity and diversity training programs:** In order to reduce legal risks and meet business goals, it is beneficial to provide a strong supervisor training program that addresses how to motivate a diverse workforce
- **Supervisor training:** Consider training both new and seasoned supervisors on topics like hiring and promoting, performance evaluations and discipline and termination.

Informal Training

HRD can include informal training as well, such as internal training and development classes taught by a consultant or internal staff. It could also include employee coaching or mentoring by a manager or more senior staff.

Internal management training is critical to helping employees develop their strengths and contribute to an organization. This type of HRD training could be provided through book clubs at work, coaching from the manager's supervisor or more challenging work assignments. It could also include self-study, classes, internal work assignments and field trips. The key for success in these programs is that the information, discussion, training topics and shared reading is educational and helps build the team.

Best practices for HRD

There are a number of best practices for how you can approach training with your employees.

- **Have a facilitator meet with employees weekly:** A great way to provide internal training is to have a presenter meet with your employees in a group setting each week for two-hour training sessions. The presenter should be familiar with your organization's culture and language.
- **Manageable amounts of information:** It's important to give employees information in amounts that are manageable so they can immediately practice and implement it in their own work. It also ensures they can discuss what they learned about the lesson they applied in their next training session.
- **Consistent feedback:** Request feedback from employees on an ongoing basis in order to continually improve upon your program.

- **Keep learning styles in mind:** Keep in mind that employees have different learning styles, including visual, auditory and kinesthetic. While some employees may find spoken information beneficial, other employees—kinesthetic learners—may need to practice the new skills on the job before they can retain it. Consider approaching training in a layered style that accommodates all learning types, such as discussion, lectures and case study practice.
- **Use positive reinforcement:** Consider using verbal reaffirmation, a digital badge or a certificate to reward employees who show progress and encourage them to be continual learners.

HRD is the integrated use of training and career development efforts to improve the performance of the individual or group as well as overall organizational effectiveness. It develops the competencies that employees need to perform the current jobs and prepares them for future roles through planned learning activities. HRD focuses on matching the needs of the individual and the organization.

While choosing the right person for the job and then retaining them has always been the focus on the HR department, the emphasis of HRD is on motivating and developing employees. This requires HR departments to create policies and programs that lead to the development of the workforce and contribute to the development of the organization.

benefits of human resource development

HRD is viewed as critical for higher productivity, profitability and better relations. Some of the most important benefits include:

- Development of new skills, attitudes and knowledge
- Increased trust and respect
- Increased commitment to jobs
- Increased acceptability towards change, as employees find themselves better equipped with problem-solving capabilities
- Improved team spirit and overall growth of employees
- Greater organizational effectiveness and a culture of efficiency
- Improved employee participation
- Better human resources (HR) planning for collecting useful and objective data on employee policies and programs

Difference between HRD and HRM

While both human resource management (HRM) and HRD are related to a company's human resources, there are a number of key differences:

- HRM is maintenance-oriented and focused on administrative tasks like payroll and managing employee files, while HRD is learning-oriented and focused on improving employee performance.
- HRM aims to improve employee efficiency, while HRD is about developing the employees for the benefit of the organization as a whole.
- The responsibility for HRM is given to the HR department, while the responsibility for HRD is given to all managers.
- HRM motivates employees through rewards and financial incentives, while HRD is focused on motivating employees by making them feel valued and other higher-order needs.
- HRM aims to improve employee efficiency, while HRD is aimed at the development of employees for the benefit of the organization as a whole.

Evolution of HRD

Everything you need to know about the evolution of HRD (human resource development.) Human Resource Development (HRD) is that part of Human Resource Management which specifically deals with the training and development of employees.

It helps the employees in developing their knowledge, skills and abilities to achieve self-fulfilment and aid in the accomplishment of organizational goals.

HRD includes the areas of employee training, career development, performance management, coaching, mentoring, key employee identification, talent development and organization development. Developing a highly productive and superior workforce is the aim of HRD activities.

The human resource development has not developed within a short period. It took decades together for development of HRD concept to the present form. Evolution of it can be traced as way back to beginning of industrialization. It is necessary to trace history of it for understanding the modern concept of HRD.

The stages of HRD evolution are as follows:-

1. Early Training Programmes Arranged by Shopkeepers
2. Early Vocational Education Programmes in USA
3. Early Factory Schools in Developed Countries
4. Early Training Programmes for Semi-Skilled and Unskilled Workers
5. Human Relations Movement
6. Establishment of New Training Programme
7. Emergence of Human Resource Development Concept

8. HRD Concept and Philosophy.

Also, learn about the origin and history of human resource development in India.

Evolution of Human Resource Development Over the Period of Time

Evolution of Human Resource Development – 8 Main Stages: Training Programmes Arranged by Shopkeepers, Vocational Education Programmes in USA and a Few Others

The effective performance of an organisation depends not just on the available resources, but its quality and competence as required by the organisation from time to time. The difference between two nations largely depends on the level of quality of human resources.

Similarly, the difference in the level of performance of two organisations also depends on the utilisation value of human resources. Moreover, the efficiency of production process and various areas of management depend to a greater extent on the level of human resources development.

HRD assumes significance in view of the fast-changing organisational environments and need of the organisation to adopt new techniques in order to respond to the environmental changes.

Human Resource Development (HRD) is that part of Human Resource Management which specifically deals with the training and development of employees. It helps the employees in developing their knowledge, skills and abilities to achieve self-fulfilment and aid in the accomplishment of organizational goals.

HRD can be defined as organized learning activities arranged within an organization in order to improve performance and/or personal growth for the purpose of improving the job, the individual, and/or the organization.

HRD includes the areas of employee training, career development, performance management, coaching, mentoring, key employee identification, talent development and organization development. Developing a highly productive and superior workforce is the aim of HRD activities. The role of human beings in an organization's success is deeply recognized. Many formal and informal methods are used for developing the employees. HRD strives for the improvement of not just the individual workers, but for the growth of the group and organization as a whole. The human resource development has not developed within a short period. It took decades together for development of HRD concept to the present form. Evolution of it can be traced as way back to beginning of industrialization. It is necessary to trace history of it for understanding the modern concept of HRD.

The evolution involves the following stages:**1. Early Training Programmes Arranged by Shopkeepers:**

In early stage of industrialization, the skilled artisan used to produce household goods. With the increasing demand of their products, they started giving training to their workers and sometime they used to keep extra manpower. These people were trained some-time with pay or without pay.

They used to work with the owners because their resources were limited and they were not in a position to invest for machines and infrastructure facilities. They worked for longer period with the shopkeepers because they were unable to start their own shop. Later on this apprentice model was adopted for training of doctors, educationist and lawyers.

The workers who acquired all skills of an efficient worker were called yeomen. Some of them left their masters and started their own shop but many of them could not start because they could not afford to buy tools and equipment for their craft shops. With growing number of skilled craftsman, they formed their network to establish standards of product quality, wages of workers, working hours and apprentice testing procedure.

This way the craft guilds were established and became powerful. It made difficult for yeomen to start their own independent craft shops. The yeomen too started their guilds and these started working to protect their interests in negotiating for higher wages, better working conditions and reasonable working hours. These were the forerunners of present trade unions.

2. Early Vocational Education Programmes in USA:

With the objective to provide vocation training to unskilled young and unemployed people Mr. D. Clinton established a vocational school in New York City in USA in early beginning of nineteenth century. This was accepted and got popularity slowly. Further it provided training to unemployed with criminal records.

This provided solution of the social problems in mid- eastern states in USA. This school was accepted as a model for vocational education and government passed The Smith-Hughes Act. Under this Act the value of vocational education was recognized and funds were allocated for this purpose for state programmes in agricultural trades, home economics, industry, and teacher training.

Nowadays the vocation education is an important part of every state public education systems. This has been accepted in other countries including India.

3. Early Factory Schools in Developed Countries:

With the development of science and technology, new machines and equipment were introduced in manufacturing. This led to industrialization in developed countries first mainly.

The manual workers were replaced by machines. Under scientific management principles advocated by Henry Fayol and F.W. Taylor the importance of machines in production system for better and efficient performance was realized.

The demand for skilled and semi-skilled workers increased. The semi-skilled workers were used for production and skilled workers were used for designing, repairing and assembly of machines. This way the factory system developed. The demand of skilled workers was not fulfilled due to short supply.

Further rapid increase in number of factories this demand was increased more. In order to meet this demand, some of the companies established factory school. The training programmes were prepared and workers were trained to meet the increasing demand. First school of this type was established at Hoe & Company in New York and later on in the last quarter of nineteenth century other companies also established such schools. The focus of these schools was to develop skills of workers for a particular job related to the factory work and not in general.

4. Early Training Programmes for Semi-Skilled and Unskilled Workers:

In the beginning training was only given to skilled workers and not to unskilled or semi-skilled workers. In 1913 a model of car for mass public known as model T was produced by Ford Company. It used an assembly line to produce this car with the help of semi-skilled workers. The assembly line production technique reduced the production cost and it was possible to provide a car at lower price.

This became affordable to a larger segment of the public. With the increased demand it was required to design and operate more assembly lines. This increased opportunities for training. Other manufacturers of automobiles too started using assembly line. Next reason for demand of semi-skilled workers was a historical event known as outbreak of World War I. The demand of military weapons increased drastically.

To produce more military weapons many new factories were established. Further the demand for semi-skilled workers increased. To fulfil the demand of semi-skilled workers training programmes were started to train the workers on-the-job. This was called job instructional training (JIT) and in present time it is known as on-the-job-training method.

5. Human Relations Movement:

Due to industrialization the production started at large-scale. The demand of products increased due to two World Wars and increased population. Workers were asked to work for longer hours, with very poor working conditions at a meagre salary and unfavourable attitude of the management. It can be said that they were exploited in the factory system.

The deplorable condition of workers became reason of anti-factory campaign at national level. It was led by Mary Parker Follett and Lillian Gilberth and it was known as human relations movement. Under this movement it was advocated that the workers are human being and not a part of the machine. They must be treated like a human being and not a machine. At workplace their requirements should be fulfilled to a satisfactory level.

The importance of human behaviour at work was accepted as an important factor for better performance. This was also supported by Chester Barnard, in 1938 and said that an organisation is a social structure and integrating principles of management and behavioural science at work. Abraham Maslow published his Motivation Theory based on human needs, stating that people can be motivated by different levels of needs.

It was accepted by industrialists as a tool to motivate people by fulfilling their needs and increased their production. Further, Elton Mayo carried out Hawthorne experiments and advocated the impact of human involvement in the job if they are cared properly. Other experts also expressed their views and advocated that human resource is an important resource and it must be looked after properly at workplace. This may help to increase quality and quantity of performance and reduce production costs.

6. Establishment of New Training Programme:

The demand of military weapons and equipment increased further due to outbreak of World War II. Industries were asked to support the war efforts by manufacturing military weapons. It was needed to re-arrange the production facilities at large-scale to meet the need of the war. Demand of skilled workers increased further.

The initiatives were taken to establish new training programmes with the larger organisations and unions. The federal government took lead and established the Training within Industry (TWI) Service to coordinate training programmes in industries where military war related goods were produced. Instructors of different industries were trained by TWI so to enable each manufacturing unit to start training at their plant itself.

TWI trained nearly 25,000 instructors by the end of the war. The supervisors were issued certificates from many industrial units. With the trained instructors many companies designed, organized and arranged for training programme. Most of defence-related companies established their own training departments for training of their own workers. Due to this the demand of skilled workers was met and production of military related goods increased to meet the requirement of World War II.

Further to improve the standard of training in 1942, the American Society for Training Directors (ASTD) was formed to establish standards of training in emerging

profession in the country. To become members of ASTD qualification and experience criteria were fixed by ASTD.

7. Emergence of Human Resource Development Concept:

After World War the importance of human resource was realized more in comparison with the past. The trained instructors realize that their role is not limited to classroom training. They can play an important role outside of classroom also. They started coaching, counselling and problem-solving activities.

To perform this task the need for training and development skills including interpersonal skills, coaching, group facilitation and problem-solving was strongly felt by the management. The focus on human resource development inspired ASTD to rename itself. It was renamed as American Society for Training and Development (ASTD).

During seventies and eighties ASTD arrange for many national conferences and discussion was mainly on training and development of employees. As a result, the ASTD approved and accepted the concept of human resource development and linked it support and contribute in accomplishment of objectives of the organisation.

Further, it was advocated that through HRD efforts the performance and efficiency of employees and system can be improved. In this direction in 1990s, efforts were made to strengthen the strategic role of HRD.

8. HRD Concept and Philosophy:

With increasing global competition, it has become difficult for organisations to start, survive, grow, stabilize and excel their performance in business. They are under tremendous pressure to improve their performance quantitatively and qualitatively with cost effectiveness. The new challenges are faced by the management. The challenges faced by business organisations are how to improve profitability, tune products and services as per changing need of customers and organisational development to stay in competitive race of business. To tackle this situation the different experts suggested different activities and management has recognized the development of competency of people, coordination between people at different levels, minimizing production costs and improving productivity.

Human resource development is a systematic and planned activities designed by an organisation to provide its members with the opportunities and facilities to learn necessary skills and develop competencies to perform the current jobs and prepare them for further jobs also. Human resource development process is facilitated by mechanisms or sub-systems like performance appraisal, training, organisational development, potential development, job

rotation, welfare and reward. People are helped to acquire new competencies through various systems continuously. This has been realized and accepted at macro, micro and individual levels. Under different universities and institutions degree and diploma courses in HRD were introduced at graduation and post-graduation levels in different countries including India also.

Conclusion

It is concluded that while the term “human resource development” (HRD) has only been in common use since the 1980s, the concept has been around a lot longer than that. To understand its modern definition, it is helpful to briefly recount the history of this field. The origins of HRD can be traced to apprenticeship training programmes in the eighteenth century. During this time, small shops operated by skilled artisans produced virtually all household goods, such as furniture, clothing, and shoes. To meet a growing demand for their products, craft shop owners had to employ additional workers. Without vocational or technical schools, the shopkeepers had to educate and train their own workers. For little or no wages, these trainees, or apprentices, learned the craft of their master, usually working in the shop for several years until they became proficient in their trade.

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