

The Role of Different Constituents Towards Human Resource Development

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The whole purpose of economic advancement is to improve the quality of life of our people. Quality of life depends on high individual incomes. Economic progress and the very survival of any nation in the context of developments all round the world largely depends upon the development and management of human resources. Although our progress has been considerable, it is worth mentioning at this point of time that the process of industrialization started in India, Japan, and West Germany at the same time. Today, Japan and Germany are far ahead of us and we are still languishing in meeting basic needs of our people. Furthermore, China took over Japan, the second largest economy in the world. India presents a unique model and situation. India is a highly populated country with approximately 1000 million people. In spite of commendable achievement on the industrial front, progress has not been sufficient to commensurate with the demands of the population. Every year, we add 1.8 crore to our country's population. We see large scale unemployment and underemployment: diversity and richness of material resources reserves and mix of highly developed, not so developed, and almost raw human resources and a mix of sophisticated, fairly well developed, mediocre and antiquated technologies. For sustained development, we shall recognize that people are central purpose of development and human will and capacity are its most critical resources. What is required is to motivate the people and give them direction and opportunities to develop themselves so that they can give best of themselves for the ultimate benefit of the Organization. To check this population growth, India needs to:

- ensure complete school education for the girl child.
- ensure that girls marry only after the age of 18.
- ensure a gap of 3-4 years between the birth of first and second child.
- use contraceptives for small family norms.

The Objective of this study is to understand how Human Resource Development is possible in our country, which contributes towards our nation's progress by involving of various constituents for their holistic development.

Human Resources Development is a framework for the expansion of human capital within an organization or (in new approaches) a municipality, region, or nation. Human Resources Development is a combination of training and education, in a broad context of adequate health and employment policies that ensures the continual improvement and growth of the individual, organization, and national human resourcefulness.

Adam Smith states, "The capacities of individuals depended on their access to education". Human Resources Development is the medium that drives the process between training and learning in a broadly fostering environment. Human Resources Development is not a defined object, but a series of organized processes, "with a specific learning objective" (Nadler, 1984). Within a national context, it becomes a strategic approach to inter-sectoral linkages between health, education and employment. Human Resources Development is the structure that allows for individual development, potentially satisfying the organizations, or the nation's goals. Development of the individual

benefits the individual, the organization—and the nation and its citizens.

In the corporate vision, the Human Resources Development framework views employees as an asset to the enterprise, whose value is enhanced by development, "Its primary focus is on growth and employee development...it emphasizes developing individual potential and skills"(Elwood, Olton and Trott 1996). Human Resources Development in this treatment can be in-room group training, tertiary or vocational courses or mentoring and coaching by senior employees with the aim for a desired outcome that develops the individual's performance. At the level of a national strategy, it can be a broad inter-sectoral approach to fostering creative contributions to national productivity.

It is understood from the various studies conducted earlier that for the holistic development of Human Resources of any nation, various constituents have to be roped in. The constituents consist of the Government, Business, Organization as well as each and every individual. These constituents together can make a great difference in bringing about progress to our nation. It is imperative to know the contribution each of these constituents can make in the developmental process, the loop holes in the current functioning of each of these constituents so that an attempt can be made to address the various issues pertaining to the growth and development of our nation both formally and informally.

In this respect an attempt is made to understand how the different constituents can contribute towards Human Resource Development in various ways as follows:

Role of the Government

Government has the obligation to provide good infrastructural facilities for primary, secondary and tertiary education in India. Various schemes are being

implemented to provide free basic education to the masses. Education can eradicate so many social evils that are prevalent in our society and will create scope for development. People in Urban areas have realized the importance of education, but it is not the case with the weaker sections of the society/ some of the rural areas even today. It is a challenge to the Government to ensure 100% literacy rate in India and also encourage the masses to have a broader outlook in the current globalised environment to step forward towards progress.

In India, the HRD ministry ensures quality education by regulating the education system. It also provides output linked financial assistance for skill development, skill up-gradation and technical development. Government has come out with attractive schemes like midday meal schemes, free education for weaker sections, scholarships for meritorious needy students, incentives/stipend for attending classes for adults, targeting different levels of the population in different ways so that it is beneficial for the overall development of the nation. This increases the standard of living of people of India.

The Government has an important task to rectify the flaws in our education system. The quality of education provided in India has to be in par with the international standards. Various schemes adopted to give basic education to the downtrodden for a nominal fee/ to provide free education would diffuse to all nook and corner of our country and they would be encouraged to accrue of the benefits and improve their standard of living. Thus the purposeful interference of the Government in this respect to a large extent can yield fruitful results.

In India, most of the Government run educational institutions are not able to provide quality education because of the misuse by various political parties in power. The government run educational institutions if run effectively not only uplift the downtrodden but also

keep a check on the quality of education provided by the private institutions. The more the number of Government run educational institutions offering quality education, the stronger will be the check on private institutions, which charge exorbitantly for the various services offered to the students. The poor will also not be deprived of quality education. The Government has taken up the responsibility of providing basic education to the downtrodden free of cost. They provide financial assistance for the weaker sections of the society to do vocational and other professional courses. Once the people are made employable, the Organizations can take over the responsibility of upgrading their skills and also be encouraged to concentrate on giving opportunity for continuous learning. An environment that can utilize the skills of the employees to a maximum extent should be created for its growth and development. This in turn contributes to the development of the nation.

Hence, the Government has to ensure that the quality of education provided in India has to be on par with the international standards, by making necessary amendments in education policies and providing attractive schemes, which would help the upliftment of the downtrodden.

Role of the Organizations

Today, raw materials and technology are available to every company in every country in the world. Therefore, the only thing that will separate the winners from the losers will be the quality, character, training and commitment of the workforce.

"Every individual has a dream that he wants to accomplish and the role of a leader is to help his or her people achieve that. If employees see that they are working towards achieving their goal, they are more engaged and focused towards the greater growth goal of the business," says Tom Peter in *The Dream Managers*.

The survival of business organizations in the post-

liberalization era of change and uncertainty will, to a large extent, depends on the performance of their human resource. This means that it is in the long term interest of the organization to invest in this asset. In fact, a well known economist Alfred Marshall realized this way back when he stated that "the most valuable of all capital is that investment in human beings".

At the organizational level, a successful Human Resource Development program prepares the individual to undertake a higher level of work, "organized learning over a given period of time, to provide the possibility of performance change" (Nadler 1984). In these settings, Human Resource Development is the framework that focuses on the organizations' competencies at the first stage, training, and then developing the employee, through education, to satisfy the organizations long-term needs and the individuals' career goals and employee value to their present and future employers. Human Resource Development can be defined simply as developing the most important section of any business, its human resource, by attaining or upgrading employee skills and attitudes at all levels to maximize enterprise effectiveness. The people within an organization are its human resource. Human Resource Development from a business perspective is not entirely focused on the individual's growth and development, "development occurs to enhance the organization's value, not solely for individual improvement. Individual education and development is a tool and a means to an end, not the end goal itself". (Elwood F. Holton II, James W. Trott Jr). The broader concept of national and more strategic attention to the development of human resource is beginning to emerge, as newly independent countries face strong competition for their skilled professionals and the accompanying brain-drain they experience.

People are the main resource in any business. Our observation over the years has been that the most successful managers have not necessarily been those with the most business skills, rather they have been

those with the most finely honed people skills, those who have been able to get ordinary people to do extra ordinary things. Of course one must really believe in the power and potential of people.

It is a well established truth that the Human Resource is much more valuable than the capital resource. It seemed that we took our people for granted while we surrounded the machines with the most sophisticated systems for determining when they were not operating at 100% level for whatever reasons. In fact, numbers of people within the company were rewarded for perfecting "Preventive Maintenance" techniques and when a machine hiccupped they were there with necessary tender, love, care. Unfortunately, management do not reward for sensitivity toward an employee who had marital, alcohol or drug problems. It is established that only an empowered workforce will make the difference in corporate success or failure. Corporates must start capitalizing on the hearts and brains of their people, not just their backs and hands.

Stripes on the sleeve are unimportant, only commitment counts. One of the most negative aspects of the management hierarchy is not the ranking within the system; it is that, too many of us assume that our rank is a substitute for wisdom and leadership skills. Some of the opinion surveys reveal that, a majority of our employees felt that, the companies have been promoting wrong people. It is found that, companies promote the intelligent, hardworking, highly skilled men and women who were most likely to enjoy long term success. Unfortunately too many of these bright, aggressive managers did not have the maturity to manage their new rank. They fell in to the trap of believing that rank indeed had its privilege to the detriment of the subordinates. They failed to realize that in the new order it is commitment, not rank that will enable companies to survive this unforgiving century.

Give people light and they will find their own way.

Managers, if they believe that they are surrounded with competent people, provide them with all the data and information to which they had access. Always let the people know everything we know.

Further, keeping in view of the total business challenges, growing complexity of the business and increased competition, Human Resources Management has become one of the most important parts of the policy framework of any corporate enterprises.

Hence, HRD plays a crucial role in preparing and developing people to meet the external challenges, so that the organizations remain in a state of dynamic equilibrium, within and without. Failing this, there may either be an implosion or explosion. If people remain undeveloped, they will neither understand nor be able to absorb changes in working methods. The productivity will suffer in the face of intense competition for domestic and multi-national challenges on the platform of quality, the organization will simply collapse.

A comparison of Japan and US during the last half century yields many useful pointers. How a devastated economy picked itself up logically and systematically went about the business of transforming itself. How it developed its core competency in the areas of electronics and automobiles to deliver high quality, world class products at low prices. How it resourced men, money and material from all over the world and only used its own management style to enhance productivity.

Therefore, it is very evident that HRD prepares people not only to handle their tasks effectively but also to represent the organization to the outside world in professional and social capacities.

Contribution of the HRD Department

The role of HRD executive has become more important and visible as organizations make the necessary transition to a global economy. The immediate challenge to HRD executive is to redefine a new role

for HRD during this period of unprecedented change. According to Jack Bowsher, former director of education for IBM, when HRD executives “delve deeply into reengineering, quality improvement and strategic planning, they grasp the link between workforce learning and performance on the one hand and company performance and profitability on the other”. The HRD executive is in an excellent position to establish the credibility of HRD programs and processes as a tool for managing in today’s challenging business environment.

HRD, part of a larger human resource management system, includes training and development, career development and organization development programs and processes. HRD managers and staff must establish working relationship with line managers in order to coordinate HRD programs and processes throughout the organization. To be effective, HRD professionals must be able to serve in a number of roles. These roles will help the HRD professional to meet the challenges facing organizations. These challenges include changing workforce demographics, competing in a global economy, eliminating the skills gap, meeting the need for lifelong learning and becoming a learning organization.

Today, almost all the medium and large sized Organizations have training departments of their own. They are known in different names like Training and learning Department, Learning & development department etc. Some of the Companies have started their own University like Symphony called Symphony University, Manipal University etc which concentrates on education and research. They have tied up with different Organization to provide help in learning and development. Some Organizations like Wipro and Infosys have started an initiative wherein faculties from reputed educational institutions are trained in order to mould the students as per the requirement of the industry. For instance, Azim Premji University, Bangalore established under Azim Premji University

Act 2010, of Government of Karnataka, is a flagship institution of Wipro, under Azim Premji Foundation. The University established for learning and research in Education and other developmental domains. It aims to create education and development professionals committed to social change. Azim Premji Foundation’s overarching purpose is to facilitate a “just, equitable, humane and sustainable society”.

➤ Once new employees have become proficient in their jobs, HRD activities focus on development-specifically, coaching and counseling. In the coaching process, individuals are encouraged to accept responsibility for their actions, to address any work-related problems, and to achieve and to sustain superior performance. Coaching involves treating employees as partners in working toward personal and organizational goals. Counseling techniques are used to help employees deal with personal problems that may interfere with the achievement of these goals. Counseling programs may address such issues as substance abuse, stress management, smoking cessation and fitness, nutrition and weight control.

HRD departments are also responsible for coordinating management training and development programs to ensure that managers and supervisors have the knowledge and skills necessary to be effective in their positions. These programs may include supervisory training, job rotation, seminars, and college & university courses.

HRD professionals provide education and training programs that support effective strategic management. Training in strategic management concepts and methods help line managers to develop a global perspective that is essential for managing in today’s highly competitive environment. These issues are offered as part of the organization’s management development program. According to the 1996 survey of HRD professionals by *Training* magazine, approximately 50% of the organizations provide strategic planning training

➤ The role of the HRD professional involved in Organizational Development (OD) intervention is to function as a change agent. Facilitating change often requires consulting with and advising line managers on strategies that can be used to effect the desired change. The HRD professional may also become directly involved in carrying out the intervention strategy, such as facilitating a meeting of the employees responsible for planning and implementing the actual change process.

OD emphasizes both macro and micro organizational changes: macro changes are intended to ultimately improve the effectiveness of the organization, whereas micro changes are directed at small groups and individuals. For example, many organizations have sought to improve organization effectiveness by introducing employee involvement programs that require fundamental changes in work expectations, reward systems and reporting procedures.

➤ Further understanding and finding ways to influence the careers of employees in organization are also an internal part of HRD. Career Development provides a future orientation to HRD activities. If organizations can assist employees in making decisions about future work, they can better prepare employees for new responsibilities within the organization and, when appropriate, enhance the employability of the employees over the long haul.

Career development involves two distinct processes: career planning and career management. Career planning involves activities performed by an individual, with the assistance of counselors and others, to assess his or her skills and abilities in order to establish a realistic career plan. Career management involves taking the necessary steps to achieve that plan.

The Organizations also have to look at the possibilities of introducing various flexible schemes encouraging the overall development of each and every individual like providing flexible working hours for the deserving

employees for attending developmental programs, encouraging work sharing among team members if the situation demands, sponsoring them for higher education, certification programs, sabbaticals for roping in employees for various developmental programs. In addition to this, organizations have to give special incentives to motivate them.

Role of the Trade Unions

The Unions are institutions and organizations while the workers are individuals. The unions many a time are headed by politicians and act as pressure groups in legislating and in decision making. Unions have been given legal existence under the Trade Unions Act to negotiate and act as pressure groups to bring the employees to settlement on financial and non-financial issues concerning the workman. Unions are also organized at the National level prominent being

Indian National Congress, All India Trade Union Congress, Hindu Mazdoor Sabha, United Trade Union Congress, Bharatiya Mazdoor Sangh and Centre of Indian Trade Unions and all these being politically affiliated.

Trade Unions always try to achieve the higher wages and better working conditions and living conditions for their members. They tried to minimize the helplessness of the individual workers by making them stand collectively and increasing their resistance power through collective bargaining, protecting the members against victimization. Unions also take up the welfare measures for improving the morale of the workers. Some of the trade unions undertake the responsibility of conducting training and orientation programs for their members, to keep the workers well acquainted with latest technology and techniques.

The Labour Union focuses on the growth and developmental aspects of the employees. Workers are sponsored for higher education and the flexibility pertaining to the same are taken care by negotiation. Apart from that, the Union interferes in their career

growth and development if injustice is meted out by the Management. Union ensures that the employees are satisfied from various perspectives and also checks on the exploitation of the workforce thereby creating a very positive energy within the Organization wherein there is maximum productivity.

Hence, the Trade Unions help individuals in terms of getting higher wages, better working and living conditions by minimizing the helplessness of the individual workers and make them stand collectively and increase their resistance power through collective bargaining, protecting the members against victimization and thus improving their morale.

Role of the NGOs

Large numbers of NGOs are working with individuals and organizations towards a better quality of life with a belief in justice and equity for all. They work in the areas of holistic health, non-formal education and open learning initiatives, leadership training and capacity building in governance and sustainable livelihoods.

'Aikya' is one such NGO in Karnataka working for the last 30 years. It has initiated learning program called 'Mobius Learning Program' is an enriching learning initiative for the youth who have dropped out of school and are from under privileged and unreached sectors in urban and rural Bangalore. NGOs like this strike a balance between livelihood needs and creative learning. They also create awareness and provide skills towards earning opportunities in the local and rural, agro-based livelihoods, helping them have alternatives other than only urban jobs. Most of the teenage girls come from a background where they have limited opportunity to venture out from their home and improve their education and livelihood aspirations. In Aikya-Mobius centre, the girls get an opportunity to share, discover and learn together. They learn life skills such as planning and goal setting, decision making, creative thinking as well as self-management skills. Therefore, they can blossom into individuals who are

aware of their self-worth and space in the society.

"Aashayein Foundation" started by a group of IT people in Karnataka, teaches students in Government schools. They help students to learn English through new ideas like flash cards and use of laptops. They even conduct Art Mela to develop students' creative abilities.

There are hundreds of such NGOs which are helping people to blossom into individuals who are aware of their self-worth and space in the society.

Role of the Individuals

Visionary leaders are the builders of a new dawn, working with imagination, insight, and boldness. They present a challenge that calls forth the best in people and brings them together around a shared sense of purpose. They work with the power of intentionality and alignment with a higher purpose. They are social innovators and change agents, seeing the big picture and thinking strategically. They play a crucial role in developing the human resources. These leaders envision and conceptualize an idea (which is considered to be impractical, idealistic and utopian by contemporary social standards) and mobilize masses by selling those ideas. The energized enthusiastic and committed people realize their worth by following the guidance of these visionaries.

For instance, Muhammad Yunus of Grameen Bank fame played a crucial role in breaking 'financial apartheid' by extending loan to those people who are considered to be 'not-credit worthy' by conventional financial institutions. The micro credit not only helped in taking up of micro enterprises by masses but also liberated them from rapacious and unscrupulous money lenders. In the process, it uplifted them from the quagmire of poverty.

Mahatma Gandhi envisioned and conceptualized broader meaning of *Freedom*. For him, Freedom was not just political freedom from British, but it was liberation of an individual from all types of slavery,

atrocities, ignorance and fear. Therefore he worked tirelessly for women empowerment through education; poverty eradication through self reliance; emphasized skill based education; preached against untouchability and was quite instrumental in breaking traditional mindset. Thus Mahatma Gandhi molded the mindset of contemporary followers and was instrumental in unleashing creativity of masses and hence liberation from poverty, fear and slavery.

Similarly, there are several religious leaders and seers, educationists, philanthropist who are working for the upliftment of destitutes, down trodden and underdogs of the society. In this process they are contributing a lot to the development of Human Resource.

Individuals also have an active role to play in their self-development. Based on their career aspirations, they have to monitor the developments and keep themselves updated and current to accrue maximum benefits. For this, if required they need to seek the help of counselors/consultant who can give proper directions. This indirectly contributes to the Organizational and National development as a whole.

Self development is taking personal responsibility for one's own learning and development through a process of assessment, reflection and taking action. The intention of each and every individual of this country should be to constantly monitor various developments that occur globally and take advantage of the situation so that they gain maximum benefits. They should upgrade their skills based on these developments and increase their marketability in the work place. Likewise, they have to determine future career direction and work towards realizing their goals.

There are various ways to identify one's aptitude and carve out career goals with the revolution of information technology. One should develop a personal development plan that helps them identify their learning needs and goals. This tool promotes self-development. It would be ideal if one can find a mentor

who could provide support, advice and assistance in their career direction. One should become involved in professional Organizations, read professional journals and trade magazines to keep themselves current on the latest developments in their professional fields. One should gain access to resource materials and computer programs to analyze their learning and career development needs.

Conclusion

From the above study, we can understand that if the role of each and every constituent is well defined in terms of what can be done for the holistic development of Human Resources by bringing together the representatives of these constituents, and efforts are directed towards that end, undoubtedly our economy will emerge stronger and stronger. This is because the human resources will be highly committed towards the development of the nation if a conducive environment is provided for their growth and development.

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