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CHANGING PERSPECTIVE OF HUMAN RESOURCE DEVELOPMENT- AN OVERVIEW

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Abstract - HR Development is a continuous process of imparting knowledge and skills relating to job performance and encompasses human traits such as aptitude, behaviour and motivation. An organization can best achieve its objectives by acquiring human resources, developing them as per their requirement, moulding them as per the need of the organization and motivating for a better performance and ensuring that the people continue to maintain their involvement, commitment, sincerity to the organization as a whole. Globalization and liberalization lead to ever changing requirements in the development of human resources of an organization by finding innovative ways to keep the employees satisfied and at the same time making them productive for the respective organisations. The paper presents the current trends followed worldwide for the management and development of workforce namely Inclusive workplaces, Talent management, and Participative management etc. The paper presents an insight into these trends by analyzing secondary data and concludes that changing perspective of HRD is increasingly becoming essential for the survival of organisations in the long run.

Keywords: Human Resources Development, Innovative trends

I. CHANGING PERSPECTIVE OF THE HUMAN RESOURCE DEVELOPMENT – AN INTRODUCTION

The Human Resources Development activities result in productive organizations, reduction in wastage and overall costs, minimizing of labor and staff in a flexible and conducive business environment. Prior to the concept of Human Resource Development, all personnel functions were used in the traditional manner, i.e. salary, administrative functions, absenteeism, new employment and maintenance of industrial relation.

The employee was seen in terms of laws and procedures laid down by the erstwhile Personnel Management. With the changing times, management realized the importance of man above money, machine and material. Hence, the prevailing school of thought gave rise to the concept of Human Resource Development which gained momentum in the long run. The practices followed lead to the organizational development as it becomes difficult for the companies to survive without well-trained, skilled employees. Therefore, development of human resources has now become essential for an organization for continuous growth and development in the dynamic markets.

II. OBJECTIVES & RESEARCH METHODOLOGY

The objectives of this research paper are as follows:

- i) To explore the concept of Human Resources Development in the current context of Globalization and Liberalization.
- ii) To discuss the innovative concepts like Inclusive Workplace, Talent Management, and Participative Management and their relevance in the International context.

Research Design of the paper is mainly exploratory in nature and is aligned with the objectives of the paper. The study presented in the paper is based on the secondary data collected from various published resources, technical and government reports, research journals and websites etc.

III. THE CURRENT TRENDS IN HUMAN RESOURCE DEVELOPMENT

Santhosha Shetty (2014) analyses the current trends on the basis of secondary data. As per the paper, the current trends today require that HR need to treat their workforce as resources, reward them equitably, and should frame HR policies that suitably integrate people's aspirations and corporate goals. Constant change in the technology



is responsible in creating a new breed of 'Knowledge workers' in the "Learning organisations" that brings differentiation and give competitive edge to the organisations. The intellectual capital, thus, generated demands nurturing from the organisation to give back superior positive results.

Inclusive workplaces:

Inclusive workplace is the successful integration of different people with a commitment to workplace diversity. It encompasses an environment where there is a cultivation of the differences for a positive employee experience aiming for best results. Inclusive workplaces are especially for people with disabilities but they create a healthy work environment for other employees as well. Inclusive workplaces lead to increased worker commitment, employee well being and productivity. Vohra et al. (2015) state that to the recognition and promotion of the uniqueness of diverse groups is instrumental in improving the organisational performance and it's an imperative that the organisations can no longer chose to ignore. Diversity adds both tangible and intangible value and for India Inc., the imperatives for diversity include a need to attract talent as changing markets and create competencies.

Talent Management:

The concept of Talent Management emerged in the 1990s and is still being adopted as more and more companies realize that the business success is driven by employees' talents and skills. The organisations formulate their HR policies and plans to guard and nurture the talent of their employees by attracting rightly skilled people from the market, making competitive compensation strategies, devising growth and development of employees and all other HR policies favourable for the positive growth of employees.

Sireesha & Ganapavarapu (2014) states in the research that Talent management is about getting the right people in the right jobs doing the right things. Such a kind of requirement needs to predict about the employees and their behaviour in the past and the future. The paper provides employee behaviour and basic principles for successful Talent management and will help in increasing the effectiveness of any talent management initiative. The author further states that by creating processes that reinforce and support the fundamental principles, the organisations can see a long lasting workforce productivity improvement. As per the author, organisations that master Talent Management will be well positioned and competitive enough for the future.

Participative management:

Stefanovska-petkovska, Bojadziev, & Stefanovska (2014) opine in their research findings that participatory management, participative strategic planning may increase job satisfaction. The findings suggest that job satisfaction leads to decreasing absenteeism and turnover rates and help in increasing the motivation and satisfaction of employees. To have a stable workforce that are effective in achieving goals of an organisation, then participative management strategies that incorporate the predictors of Job satisfaction are required for satisfied environment around.

Ardekani & Jahromi (2011) did a survey to explore the relationship between participative management and productivity of the employees in Iran on the basis of questionnaires. The results indicate a meaningful relationship between participative management along with its elements (autonomy, participative decision making, objective by group, organization shift and changing, participation in problem solving) and Capital of personnel's productivity in the organizations. They suggested some measures to improve the participative management like information share, Suggestion systems, work committee etc.

IV. CONCLUSION

In every relevant field, human resources help in the increase in productivity and achievement of organizational goals with a focus on productive gains. The role of Human Resource practitioners is changing with the market dynamics with the strategic function being more dominant than mere administrative function. The need of the hour is systematic and scientific approach to devise strategic HR policies leading to positive employee experience and productive gains. Continuous change in the policies of the organisations are needed to retain and attract employee talent and provide them growth and opportunities. The organizations are, thus, devising flexible HR policies to suffice the need their employees. The concepts like Talent management have already been there in the industry as human capital management; however, the perspective has been changed in the today's scenario considering the needs of "the knowledge workers", Inclusive workplaces respect the diversity in the employees leading to the job satisfaction of the employees. Participative management encourages the involvement of the employees, thereby, emphasizing on their skills and competencies and utilising them for productive growth. The paper, thus, concludes with the changing and innovative concepts of HRD with respect to the dynamic business environment.



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