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ROLE OF HUMAN RESOURCE MANAGEMENT IN INDUSTRIAL DEVELOPMENT

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ABSTRACT

Success of any organization depends mainly on the quantity and quality of its human resource. No organization can be successful without employing right kind of people in sufficient numbers, doing right jobs at right time. First and foremost function of Human Resource Management is the procurement of right kind of people in right numbers. Quality and quantity of right people is important before selecting right person for the right job. This is the primary function of Human Resource Planning. In fact, the process of human resource management begins with human resource planning. Human Resource Planning refers to the process of forecasting an organisation's future demand for and the supply of the right type of people in right number. It is only after this the HRM department can initiate the recruitment and selection process. Thus, human resource planning is sub-system in the overall organizational planning. It is also called man power planning, personnel planning or employment planning. Decenzo David and Robbins Stephen has remarked "Human Resource Planning is the process by which an organisation ensures that it has the right number and kind of people at the right place, at the right time, capable of effectively and efficiently completing those tasks that will help the organisation achieve its overall objectives. In an era of globalisation and liberalisation an enterprise is exposed to global competition. In order to survive and grow against competition, it needs to create and sustain its competition and advantage in terms of product, quality, brand equity and customer service. It is possible only with the active support of its staff or human resources. Top management of the corporate must take steps to make appropriate human resource planning for future business by integrating its various policies.

OBJECTIVES

The principal objective of the present study is to examine the role of Human Resource Management in industrial development particularly in changing economic environment after globalisation and privatisation. It is now universally acknowledged that most valuable asset of any industry is its higher calibre people working at various levels. The only difference between one unit and the other of an industry is the performance of the people. Attracting and retaining the most efficient work force in an industry continues to be a serious challenge.

In brief, the basic objectives of the study can be outlined as follows:

1. To examine the role of human resource planning for the promotion of industrial sector which is the core of development in an economy.
2. To examine the impact of globalisation on the development of human resource management.

3. To give some suitable and realistic suggestions to improve the level of human resources management.
4. To analyse the role of govt. for the promotion of human resource management and to suggest some important measures.

Human Resource Management may be defined as a set of policies, practices and programmes designed to maximise both personal and organisational goals. It is such a process by which the people and organisation are bound together in such a way that both of them are able to achieve their goals. In other words, it is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and reproduction of human resources to the end that individual organisation and societal objectives are accomplished.

FEATURES OF HUMAN RESOURCE MANAGEMENT

Following are main features of Human Resource Management:

- i) HRM is a part of management and not a discipline in itself. It is only a field of study. Being a part of management process HRM draws heavily from management concepts, principles and techniques and apply these in the management of human resources.
- ii) Just like management process HRM is a process. As a process consists of several activities and sub-activities, HRM uses four basic processes of management planning, organising, directing and controlling in the area of recruitment, selection, development, motivation and maintenance of the people in the organisation so as to achieve its objectives.
- iii) HRM is a continuous process and not a one-step action. Therefore, it has to be performed on continuous basis. Terry has rightly observed that it (HRM) cannot be on and off like water from a faucet; it cannot be practiced only one hour each day or one day a week. Personnel management required a constant alertness and awareness of human relations and their importance in every day operations.
- iv) HRM is concerned with the people in organisation both present and potential. Moreover, it is concerned with all types of personnel in the organisation top management, middle management, supervisory management and operatives.
- v) HRM is directed towards achievement of organisational objectives by providing tools and techniques of managing people in the organisation effectively. The achievement of organisational objectives depends largely on the quality of its people and the way of this quality is utilised in getting the things done.
- vi) HRM is not confined merely to business organisations but is relevant to all organised activities. Further, it is relevant to all functional areas of a business organisation production, marketing, finance, research and development etc.

KNOWLEDGE BASED HUMAN RESOURCE MANAGEMENT

In order to identify the need of work force to knowledge a human resource manager has to adopt a number of measures to cope with the changing technology. For any business organisation

identification of the need for knowledge of its work force is a challenging task. For finding knowledge requirements of workers a human resource manager has to collect information regarding following aspects:

- a) What is the present level of knowledge of existing workforce?
- b) What information is needed to transform their culture?
- c) How are knowledge-based competencies leveraged?
- d) How fast it can be known and how expeditiously it can be made available to the entire workforce?

Depending on these queries one can train the employees for obtaining required knowledge. The initial challenge which a Human Resource Manager has to face is to convert existing knowledge of its manpower into formal systematic processed knowledge. Without converting this, no effort will be effective in providing best information for corporate decisions.

INFORMATION ORIENTED HUMAN RESOURCE MANAGEMENT

Day to day changing technological development makes the knowledge of existing workforce obsolete. A thorough analysis of the information needed by the organisation should be taken up. It will help in determining the deficit knowledge of workers and help in taking serious and effective steps to identify standardised tools for diagnosing organisational behavioural problems and providing value added information which is needed to solve it. This ensures workers to identify problems regarding overloading information and neglecting information while undergoing training to equip them to update business activities.

WHY HUMAN RESOURCE MANAGEMENT?

The significance of human resource Management (HRM) for optimum utilisation of all other (inert) resources has widely been recognised across the world. The attitude towards all types of employees also underwent a revolutionary change with industrial revolution during the 17th century. Concern for the welfare of employees came in the forefront and gained momentum during the 18th century. During initial phase, human resource management was neglected and attention was on wellbeing of employees. Apart from employees issues Welfare Department started addressing human resources management for productivity reason. The urgency was felt for coordinating various issues involving human resource - starting from recruitment, security and other interests.

Human Resource Development is a part of management function. Recently its main function of recruitment and retention of knowledge among workers has been regarded as one of the most important functions in strategic management. It reflects that human resource is keeping pace with business successes world wide. The main focus of human resource is rather a people based function than technical based function.

Human Resource Management (HRM) is needed:

- (a) To develop competencies.
- (b) To mitigate some of the evil consequences of industrialization.
- (c) To bring about system wide change.
- (b) To develop a proper development climate in the organization.

NEED FOR HUMAN RESOURCE MANAGEMENT IN INDIA

After liberalization of Indian economy a number of changes have taken place in corporate sector. Many public sector enterprises have been sold to private hands, resulting in an increase in work load, ban on fresh recruitment, retrenchment of labour, imposition of voluntary retirement schemes (VRS) and so on. There is pressure on Indian industry to perform well, produce quality goods and provide quality services. With increased global competition there is need to become cost effective and upgrade work methods, work norms, technical and managerial skills and employees motivation to face up to new challenges. Human Resource Management will have to play a very crucial role if the following changes which are sweeping through our industry are to prove successful:

- (i) Restructuring of organization and redefining of skill boundaries.
- (ii) Emphasis on core competency.
- (iii) Focus on quality product.
- (iv) Technological upgradation.
- (v) Work force empowerment
- (vi) More attention to special categories of workers such as physically handicapped, women, religious, minority, backward etc.
- (vii) Comprehension linked to shareholder value.
- (viii) Greater employee retention and commitment
- (ix) Building new organisational culture
- (x) Better response to external forces

GENESIS AND GROWTH OF HUMAN RESOURCE MANAGEMENT IN INDIA

The history of human resource management in India dates back to the early 1980s when Mr. Udai Pareek and Mr. T.V. Rao championed the cause of the HRM movement. In its early phase HRM movement included public sector enterprises such as Bharat Heavy Electricals Limited (BHEL), State Bank of India (SBI) etc. Initially, Indian organizations used to have an industrial relations (IR) department, which was subsequently re-christened as the personnel and IR department with the welfare department as one of its sub-departments. The personnel department predominantly suited the blue collar employees since their general awareness and educational levels were low and the approach was more of administrative nature. The growing importance of the service sector in Indian economy has also highlighted the importance of change in approach by the personnel and administrative departments. The profile of an employee in the new scenario has the following features:

- i) Employees are mostly in their mid twenties or early thirties.
- ii) All employees are educated and their level of general awareness is high.
- iii) Employees are more committed to the profession than to the organisation.
- iv) The rates of attrition and the level of mobility of employees among the organisations are high.

The organisations have to compete for scarce resources, the most important among them being the human resources, more so in the case of the service sector. This has called for the radical transformation of personnel and administrative departments into human resource departments to reflect the human face of organisations. A glance at the structure of various Indian Organisations indicates that most of these organisations have first changed the name of their personnel and administrative department as Human Resource Development (HRD). This transformation of HRM is in various phases of implementation. In most of IT and service sectors, this process of transformation has been fully adopted. Development of HRM at the level of practice as well as academics, has followed international pattern, but with a time lag. Over the period of time, HRM functions have developed from pure legal and mandatory requirements to meeting the requirements of facing competition successfully. Progression occurred with the appointment of Labour Officer, Labour Welfare Officers, Personal Manager and HR Manager.

IMPORTANCE OF HUMAN RESOURCE MANAGEMENT

The importance of HRM may be described as under:

1. Significance for corporate/ Organisational level

HRM can help an enterprise in achieving its goals efficiently in the following ways by

- i. Attracting and retaining the required talent through effective human resource planning, recruitment, selection, placement, orientation, compensation and promotion policies.
- ii. Developing the necessary skills and right attitudes among the employees through training, development, performance appraisal etc
- iii. Securing willing cooperation of employees through motivation, participation, grievance handling etc.
- iv. Utilising effectively the available human resources.
- v. Ensuring the enterprise will have in future a team of competent and dedicated employees.

2. Significance for Profession

Effective management of human resource helps to improve the quality of work life. It permits team work among employees by providing a healthy working environment. It contributes to professional growth in the following ways:

- i. Providing maximum opportunities for personnel development of each employee.
- ii. Maintaining healthy relationships among individuals and different work groups
- iii. Allocating work properly.

3. Social Significance

Sound HRM has a great significance for the society. It helps to enhance the dignity of Labour in the following ways:

- i. Providing suitable employment that provides social and psychological satisfaction to people.
- ii. Maintaining a balance between the jobs available and the jobseekers in terms of numbers, qualifications, needs and aptitudes.
- iii. Eliminating waste of human resources through conservation of physical and mental health.

4. National Significance

HRM plays a vital role in development of a nation. The effective exploitation and utilization of a nation's natural, physical and financial resources require an efficient and committed manpower. There are wide differences in development between countries with similar resources due to differences in the quality of their people. Countries are under developed because their people are backward. the level of development in a country depends primarily on skills, attitudes values of its human resources. Effectives Management of human resources helps to speed up the process of economic growth which, in turn, leads to higher standards of living and fuller employment.

CONCLUSION

A deep analysis of various aspects of HRM and its significant role in industrial development it may be concluded that the role of human resource management in industrial development is of paramount importance. The sphere of HRM is expanding very fast which covers strategic management and human resource planning. Further, it includes job analysis, recruitment, selection, placement and job evaluation. This process cannot be implemented without creating a proper organisation of professionals and evolving a scientific system. The need of the hour is that job structure should be improved through proper training, adopting job evaluation methods and manpower planning. In the wave of globalization and liberalization , there is major challenge how to manage in diversity of circumstances. Therefore, the organisers should take effective steps to strengthen their organization by inducting professionals who may prove useful for the overall development of industrial sector. For greater improvement and success of HRM and consequently the position of corporate world management, the state and central Government should come forward to guide and streamline the working with careful human resources planning to compile the global market at international standard. Thus, in turn it will necessarily promote industrial development of the country.

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