

Study of Role of Human Resource Development In Changing Business Environment

NIKHITA V JAISWAL

Department of Management Studies,
K. D. K College Of Engineering,
Nagpur.

Email: jaiswalnikhita@gmail.com

Abstract

For businesses to maintain their position in the market place or gain competitive advantage they need to change constantly. Change helps improve and increase productivity which ultimately increases sales of an enterprise. The growing global competition and the rate of technological advancement foresee a continuing need for change. An organization will require the services of a change agent to assist in its effort to change successfully. This study examines the role of Human Resource Development (HRD) as a change agent in several areas such as organizational change management, different roles played by the change management, skills and competencies for HRD change agents, the models of change used by the change agents to facilitate change and conclusion. The study ends with recommendations for further research.

Introduction

Human Resource Development is the part of human resource management that specifically deals with training and development of the employees in the organization.

Human resource development includes training a person after he or she is first hired, providing opportunities to learn new skills, distributing resources that are

beneficial for the employee's tasks, and any other developmental activities.

Development of human resources is essential for any organisation that would like to be dynamic and growth-oriented. Unlike other resources, human resources have rather unlimited potential capabilities. The potential can be used only by creating a climate that can continuously identify, bring to surface, nurture and use the capabilities of people. Human Resource Development (HRD) system aims at creating such a climate. A number of HRD techniques have been developed in recent years to perform the above task based on certain principles. This unit provides an understanding of the concept of HRD system, related mechanisms and the changing boundaries of HRD.

HRD concept was first introduced by **Leonard Nadler** in 1969 in a conference in US. "He defined HRD as those learning experience which are organized, for a specific time, and designed to bring about the possibility of behavioural change".

Human Resource Development (HRD) is the framework for helping employees develops their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development,

coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development. 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.

Human Resource Development can be formal such as in classroom training, a college course, or an organizational planned change effort. Or, Human Resource Development can be informal as in employee coaching by a manager. Healthy organizations believe in Human Resource.

HRD (Human Resources Development) has been defined by various scholars in various ways. Some of the important definitions of HRD (Human Resources Development) are as follows:

- According to **Leonard Nadler**, "Human resource development is a series of organised activities, conducted within a specialised time and designed to produce behavioural changes."
- In the words of **Prof. T.V. Rao**, "HRD is a process by which the employees of an organisation are helped in a continuous and planned way to (i) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; (ii) develop their journal capabilities as individual and discover and exploit their own inner potential for their own and /or organisational development purposes; (iii) develop an

organisational culture in which superior-subordinate relationship, team work and collaboration among sub-units are strong and contribute to the professional well being, motivation and pride of employees."

- According to **M.M. Khan**, "Human resource development is the across of increasing knowledge, capabilities and positive work attitudes of all people working at all levels in a business undertaking."

Objectives

- Describe how cultural environment affects.
- Describe how Technology is changing.
- To understand the change in business environment.
- To determine the impact of manpower development on organizational performance.

THE NEED FOR HRD

HRD is needed by any organisation that wants to be dynamic and growth-oriented or to succeed in a fast-changing environment. Organisations can become dynamic and grow only through the efforts and competencies of their human resources. Personnel policies can keep the morale and motivation of employees high, but these efforts are not enough to make the organisation dynamic and take it in new directions. Employee capabilities must continuously be acquired, sharpened, and used. For this purpose, an "enabling"

organisational culture is essential. When employees use their initiative, take risks, experiment, innovate, and make things happen, the organisation may be said to have an “enabling” culture.

Even an organisation that has reached its limit of growth needs to adapt to the changing environment. No organisation is immune to the need for processes that help to acquire and increase its capabilities for stability and renewal.

The Human Resource Development Specialist as Change Agent

Armstrong, (2006) cites Caldwell (2001) who categories Human Resource Development change agents in four dimensions which are transformational, incremental, Human Resource vision and Human Resource expertise. Transformational change is a major change that has a dramatic effect on HR policy and practice across the whole organization. Incremental change is gradual adjustments of Human Resource policy and practices that affect single activities or multiple functions. HR vision is a set of values and beliefs that affirm the legitimacy of the Human Resource function as strategic business partner. Human Resource Development expertise is the knowledge and skills that define the unique contribution the Human Resource professional can make to effective people management (Caldwell, 2001).Caldwell goes on to suggest that the change agent roles that can be carried out by Human Resource Development professional are change champions,

change adapters, change consultants and change synergists.

- To determine the efficiency of HRD in organisational growth.

Conclusion

Large or small firms need change agents when they want to change either their structure, introduce new products/services or new technology. A change agent helps an organization to transits to the new way of doing things and we can therefore say that a change agent is any person with power and skills to facilitate and guide change effort. Change agents can either be external or internal who plays different roles such as change champions, change adopters, consultant and synergists. They are able to propel change through different change models which are adopted by the organizations. When HRD plays the role of change agent, they are able to successfully manage the change because the HR knows how to deal with the human resource who are organizational valuable assets and who are the movers of change.