

# Human Resource Development

Lecture for the Students of MBA National University of Modern Language (NUML)

By

Mubarak Hussain

PhD Scholar

Capital University of Science and  
Technology  
(CUST)

# MEANING OF HUMAN RESOURCE DEVELOPMENT (HRD)

- ✓ Human resource development is the process of helping people to acquire expertise.
- ✓ acquire or sharpen the abilities required to perform various functions associated with their present or expected future roles;
- ✓ develop their general skills as individuals, discover and utilize their inner potential for their own and/or organizational development purposes;
- ✓ develop an organizational culture in which supervisor-subordinate relationships, teamwork and collaboration among sub-units are strong and contribute to the professional well-being, motivation, and pride of employees.

# How HRD works

- performance appraisal
- training,
- organizational development (OD)
- feedback and counseling,
- career development,
- Potential development,
- job rotation and
- rewards.

# The concept of Human Resource Development

The concept of human resource development was introduced by **Nadler (1984)** in a conference organized by the American society for training and development.

**Nadler (1984)** defines human

resource development as "Those learning experiences, which are organized for a specific time and designed to bring about the possibility of behavioural and attitudinal change.

# There are three aspects in human resource development

:

- i) Helps and motivates organizational employees**
  
- ii) Helps acquisition, development and moulding of various aspects of human resources**
  
- iii) Contributes to the organizational, group, individual and social goals.**

# These three aspects can further be classified into the following factors:

## **1. Enabling factors**

- a) Organizational structure and climate,
- b) Human resource development climate,
- c) Human resource development knowledge and skills of management
- d) Resource planning, recruitment and selection

## **2. Techniques or methods, to acquire, develop and mould human resources.**

- a) Performance appraisal and potential appraisal
- b) Career planning and development, training
- c) Management development
- d) Social and cultural programmes
- e) Workers participation in management
- f) Quality circles

## **3. The resultant contribution of the HRD process**

to the goals of the organization, group, individuals and society.

# **HUMAN RESOURCE DEVELOPMENT COMPONENTS**

- **Manpower Planning**
- **Recruitment, Selection and Placement**
- **Training and Development**
- **Performance Appraisal**
- **Job Rotation**
- **Wage and Salary Administration**
- **Career Planning and Development**
- **Organization Development**
- **Quality Circle**

# HUMAN RESOURCE DEVELOPMENT CLIMATE

**Baumgartel (1971) viewed organizational climate as a product of leadership practices, communication practices and enduring and systematic characteristics of the working relationships among persons and divisions of any particular organization.**

**Hellriegel and Slocum (1974) define organizational climate as a "set of attributes which can be perceived about a particular organization and/or its subsystems, and that may be induced in the way that organization and/ or its subsystems deal with their members and environment".**



# HR developmental climate will have the following characteristics (Rao and Abraham, 1986):

- (1) a tendency at all levels starting from top management to the lowest level to treat people as the most important resource
- (2) perception that developing the competencies in the employees is the job of every manager/supervisor
- (3) faith in the capability of employees to change and acquire new competencies at any stage of life
- (4) a tendency to be open in communications and discussions rather than being secretive (fairly free expression of feelings)
- (5) encouraging risk-taking and experimentation
- (6) making efforts to help employees reorganize their strengths and weaknesses through feedback
- (7) a general climate of trust
- (8) a tendency on the part of employees to be generally helpful to each other and collaborate with each other; (team spirit)
- (9) tendency to discourage stereotypes and favouritism
- (10) supportive personnel policies
- (11) supportive human resource development practices including performance appraisal, training, reward management, potential development, job-rotation career planning etc.

# ELEMENTS OF HUMAN RESOURCE DEVELOPMENT CLIMATE

The elements of HRD climate can be grouped into three broad categories:

(1) General climate

(2) HRD (OCTAPACE) culture, and

(3) Human Resource Development mechanisms.

The general climate items, focus on the importance given to human resources development by the top management and line managers, in general.

The OCTAPACE items deal with the extent to which **Openness, Confrontation, Trust, Autonomy, Proactivity, Authenticity, Collaboration and Experimentation** are valued and promoted in the organization.

The items dealing with human resource development mechanisms measure the extent to which human resource development mechanisms are implemented seriously.

# General Climate

The following factors work as an enabling force to enhance of human resource development climate:

- Top Management Style and Philosophy
- Personnel policies
- Positive Attitudes Towards Development
- Commitment of Line Managers

# HRD (OCTAPACE) Culture

- Openness,
- Confrontation,
- Trust,
- Autonomy,
- Proactivity,
- Authenticity,
- Collaboration and Experimentation

# HRD Mechanisms

- a) Performance Appraisal
- b) Career Planning
- c) Grievance Mechanism
- d) Feedback and Counselling
- e) Training and Development
- f) Employee Welfare for quality work life
- g) Job Rotation
- h) Rewards
- i) Recruitment and Selection

Discussion in real scenerio