



Human Resource Development and its Technique

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The term human resource refers to the knowledge, skills, creative abilities, talents aptitude, and values beliefs of an organization's workforce. The more important aspects of human resources are aptitude, values, attitudes and beliefs. But in a given situation, if these vital aspects are same, the other aspects of human resources like knowledge, skills, creative abilities and talents play an important role in deciding the efficiency and effectiveness of an organization's workforce. Thus, human resource development improves the utilization value of an organization. HRD assumes significance in view of the fast changing organizational environments and need of the organization to adopt new techniques in order to respond to the environmental changes.

The effective performance of an organization depends not just on the available resources, but its quality and competence as required by the organization from time to time. The difference between two nations largely depends on the level of quality of human resources. Similarly difference in the level of performance of two organizations also depends on utilization of value of human resources. Moreover, the efficiency of production process and various areas of management depend to a greater extent on the level of human resource development.

The vitality of human resources to a nation and to industry depends upon the level of its development. Organization to be dynamic, growth-oriented and fast changing should develop their human resources. It is needless to say that the organization possessing competent human resources grow faster and can be dynamic. Though the positive personnel policies and programmes motivate the employees, buy their commitment and loyalty but these efforts cannot keep the organization dynamic and fast changing.

Organization to be dynamic should possess dynamic human resources. Human resources to be dynamic acquire capabilities continuously; adopt the values and beliefs and aptitude in accordance with changing requirements of the organization. Similarly, when employees use their initiative, take risks, experiment, innovate and make things happen the organization may said to have an enabling culture. Thus, the organization can develop, change and excel, only if it possess developed human resources. Thus, Human Resource Development plays an important role in making the human resources useful and purposeful.

Human Resource Development Framework:

HRD plays a significant and crucial role in market economies under dynamic environments. Human Resource Development should be effective and efficient. HRD cannot be effective for the candidates who do not possess potentials to perform present and future roles in organization in dynamic environment. HRD to be effective should essentially have a strong base of human resource planning, recruitment and selection based on effective HRD requirements.

Human resource planning for HRD should plan for human resources not only for the present and future jobs but also roles. Further, human resource planning should plan for potentialities. Recruitment for HRD refers to searching for prospective employees having skills, talents and potentials to carry out the present and future jobs and also for development and motivate them to apply for jobs. Selection for HRD refers to designing the selection techniques like written test, selection test interview etc., fit for selecting the candidates suitable for further development. These base factors influence the analysis of roles of employees as individual, as members of teams and organization, along with ever-changing environment.

TECHNIQUES OF HUMAN RESOURCE DEVELOPMENT

Following techniques may be used for the development of Human Resources in an organization:

1. Appraisal Performance: It helps employees in self appraisal and they can review their performance in relation to the objectives and other behaviors. It must be checked by superiors and send summary information for central storage and use.

2. Potential Appraisal: It is to be done thorough potential appraisal of the employee once in three years
 3. Career Planning: It is necessary to make employees familiar with the general phases of their development in the company. For this Plan should be made with senior employees' career path.
 4. Career Development: Plan development and coping strategies with employees showing limited potentials.
 5. Employee Training: Having assessed training needs of different groups of employees, it must be developed in the organization strategy including pre-training and post-training activities. Training Packages and Modules should be prepared. With the help of own and outside resources we should organize specific programmes as well as general development programmes. After that evaluation work is to be done.
 6. Social and Cultural Programmes: Social and Spiritual Programmes make employees strong and fulfill their social needs. These programmes have impact on efficiency of employees.
 7. Team Work: Team work spirit should be inspired among employees this will result good impact on productivity of company.
 8. Workers' Participation in Management: Workers' Participation in Management enables both the management's and workers' representatives to share and exchange their ideas and view points in the process of joint decision-making. This collaborative decision-making process creates a platform for mutual learning and development. Thus, Human Resource Development managers should encourage the workers' to participate in management
 9. Monetary Rewards: Monetary Awards should be attractive because these awards motivate the employees to their performance further. This results in self-commitment of the employees to learn further, acquire latest skills and knowledge and to develop their human resources.
 10. Grievance Mechanism: Strong industrial Relation Machinery should be formed for prompt settlement of employee grievances it would lead to job satisfaction and satisfied employees are encouraged to enrich their resources with a view to enhance their contributions to the organization.
 11. Non-Monetary Rewards: These Non-Monetary Rewards play an important role in the organization such as free lunches and dinners, office environment, job rotation etc.
- Apart from above main HRD techniques, other several techniques can be adopted to encourage and develop Human Resources like organizational change ,quality circle, employee counseling, provide proper communication policies and practices, provide employee benefits in time.

SOME VITAL ISSUES MAY BE SOLVED

Employee Retention Problem

One of the most pressing challenges facing today's executives is keeping their best people. In today's knowledge and service based economy, companies differentiate themselves by their talent. The people with specialized skills and knowledge who walk through their doors every morning, and walk out every night. Given that new products and innovative strategies can be quickly copied by competitors, an organization's only source of sustainable competitive advantages is its human capital. Therefore, effective leaders should provide motivation to their employees instead of directions. By adopting better HRD techniques we can solve employee's retention problems.

Industrial Productivity

There is a direct link between HRD techniques and productivity. HRD techniques can also be the means for positive change in any organization and enhance production in the organization.

Industrial Relations

In our Research work, by the help of various data we tested our hypothesis that trade union activity, welfare activity, wage policy, social security and Industrial Relations machinery have the impact on the labor-management relations. These are all part of Human Resource Development related Techniques and have impact on industrial relations. The different agencies like employees' associations, employers' associations and trade unions help both the parties to reformulate human resource policies, strategies and tactics acceptable to both the parties. These agencies resort to different techniques like collective bargaining, participative management, labour legislations, and government's industrial relations policies. Thus, Human Resource Development plays vital role in maintaining cordial relations between management and labour.

Hence, on the basis of above detailed discussion we would like to explain that the Human Resource Development is the need of hour and it has good impact on industrial relations, productivity and can remove many hurdles in the organization like; employee's retention and other hidden problems. It can conclude that good managers are those persons who take responsibility to develop their human

resources in the organization. It is necessary to buy employee's inner heart rather than physical presence. Managers should not become hurdles for the development of employees because developed Human Resources are the true assets of any organization and will ultimately benefit the organization. Lastly, we would say if we adopt above explained HRD techniques this will have good impact on organization's productivity and enable cordial relations between management and employees in the organization. If Human Resources are well expert and satisfied in their working environment, this will also enhance the goodwill of concerned organization.

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