

## HRD

Human Resource Development is a system of developing in a continuous and planned way the competencies of individual employees, dyadic groups (supervisor and subordinate), teams and the total organisation to achieve the organisations goals. It maximize the congruence between the individual and the organisational goals of employees an develops an organisational culture in which superior-subordinate relationships, teamwork and collaboration among various units become strong and contribute to the professional well-being, motivation and pride of employees.

Nadler (1970) defined HRD as a series of organized activities conducted within a specified period of time and designed to produce behavioral change. In a revised definition Nadler (1984) defined HRD as organized learning experience in a definite time period to increase the possibility of job performance and growth.

Human resource development can be defined as a set of systematic and planned activities designed by an organisation to provide its members with the opportunities to learn necessary skills to meet current and future job demands. Learning is at the core of all HRD efforts. HRD activities should begin when an employee joins an organisation and continue throughout his or her career, regardless of whether that employee is an executive or a worker on an assembly line, HRD programs must respond to job changes and integrate the long-term plans and strategies of the organisation to ensure the efficient and effective use of resources.

## **Important characteristics of HRD**

1. HRD is a system and HRD develops the competencies at all levels.
2. HRD is continuous and planned development effort.
3. The ultimate object of HRD is to contribute to the professional well-being, motivation and pride of the employees.

## **Indicators of HRD at the organisational level**

1. HRD instruments/sub-systems/mechanisms, (e.g., HRD departments, appraisal systems, job-rotation, training, and development etc.)
2. HRD processes, (e.g., role clarity, trust, openness, pro-action, collaboration, etc.)
3. HRD outcomes (E.g. more competent people, work, etc.)
4. Organisational outcomes (improved performance, profits, diversification, image productivity, etc.)

## **HRD Outcomes**

1. People in the organisation become more competent because on the one hand they become better aware of the skills required for job performance and on the other hand there is greater clarity of norms and standards.
2. People understand their roles better because through increased communication they become aware of the expectation which other members of their role set have from them.
3. People become more committed to their jobs because now there is greater objectivity in the administration of rewards. They come forward with better and more creative ideas.

4. People develop greater trust and respect for each other. They become more open and authentic in their behavior. Thus new values are generated.
5. There is greater collaboration and teamwork which produces synergy effects.
6. The people find themselves better equipped with problem-solving capabilities. They become more prone to risk taking and proactive in their orientation. There is greater readiness on their part to accept changes.
7. Lot of useful and objective data on employees are generated which facilitates better human resource planning.
8. The top management becomes more sensitive to employees problems and human processes due to increased openness in communication

## **Relationship between HRM and HRD**

In some organisations, training is a stand-alone function or department. In most organisations, however, training or human resource development is part of a larger human resource management system. Human resource management (HRM) can be defined as the effective selection and utilization of employees to best achieve the goals and strategies of the organisation, as well as the goals and needs of employees. An important point of emphasis is that the responsibility of the HRM is (or, at least, should be) shared by human resource specialists and line management. Some organisations have a centralized HRM department with highly specialized staff, but in other organisations, the

HRM function is decentralized and conducted throughout the organisation.

Thus, the relationship between the HRM and HRD can be explained as:

1. HRM is the large system in an organisation. HRD is a sub system of the large system and HRD activities cannot be performed in isolation
2. HRM function is largely maintenance oriented and a function of management. HRD is an ongoing process and it is development oriented, aiming to enhance both personal and professional growth
3. HRM believes that an increase in the business results would lead to increase in the performance or productivity. But HRD believes that the improvement in the performance would be the result of the continuous increase in its activities.
4. HRM is more result oriented, whereas HRD is more process oriented
5. HRM focuses more on the improvement in performance and on improvement in the capabilities of employees productivity
6. HRM aims at creating a successful business result for the organisation and HRD aims at creating learning organisation for improving organisational capabilities and thereby successful business results.

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