

HRD Practices for Sustainable Growth in Indian Industry

Anuradha

Assistant Professor

Department of Commerce and Management
Guru Nanak College, Budhlada(Mansa) Punjab

Abstract

Human resource is considered as the spine of any economic enterprise. Human resource is a source to accomplish superiority over competitor because of its capability to transform the other resources (money, machine, methods and material) into output. Human resource development is an activity anxious with developing the skill, knowledge and competence of people. It aims at helping people to acquire competence and contributes to achieve their personal and organization goals.

Introduction

In the present competitive environment facing the corporate human capital has become a precious source for gaining competitive advantage over other firms. An organization flatter vigorous and growth oriented if their people are vigorous and energetic.

Human resource is considered as the spine of any economic enterprise. Human resource is a source to accomplish superiority over competitor because of its capability to transform the other resources (money, machine, methods and material) into output. To survive it is very essential for an organization to adopt the change in the environment and also continuously prepare their employees to meet the organization. HRD is a sum rise concept. HRD has tremendous relevance to productivity industry.

HRD (Conceptual Framework)

The concept of human resource development is an innovative tool for the growth of organisation. It is one of the most widely discussed issues in the field of management. The term HRD has become popular in the last decade. The concept of human resource development has been formally introduced by Prof. Leonard Nadler in 1969. Prof. Leonard Nadler introduced the idea in a conference conducted by the American society for training and development.

HRD (Meaning)

Human resource development is an activity anxious with developing the skill, knowledge and competence of people. It aims at helping people to acquire competence and contributes to achieve their personal and organization goals.

The human resource development is a process by which the employees of an organization are helped in a continuous planned way to develop their general capabilities as individuals and discover and exploit potentials for their own and for organization purposes.

HRD referred to developing human resources in order to increase economic productivity

and therefore a nation's wealth i.e. very closely linked with economic outputs.

HRD has been defined by different master minds in different ways. Some of the definitions of HRD are as follows:

- According to Leonard Nadler, Human resource development is a succession of organized activities, conducted within an exclusive time and designed to produce behavioural changes.
- According to M.M. Khan, Human resource development is beyond of building knowledge, proficiency and positive work attitudes of humans working at each and every levels in a business organisation.
- According to C.S. Sankar, Human resource development is an enriched oriented planned effort in the personnel area which is basically concerned with the enlightening of human resources in the organization, boosting the existing capabilities and obtaining new capability for accomplishment of corporate and individual goals.
- According to K.C. Gupta, HRD means safeguarding, maintaining, improving existing skill as well as bringing into lights the potential skills of human beings (i.e. human resources) so as to increase their productivity for ultimate well-being of organization as well as their own.

HRD in India

Prof. T.V. Rao is a pioneer in the field of studying human resource development practices. Larson and Turbo ltd. a private sector company has introduced the concept of HRD in 1975 in their organization. BHEL, a public sector company has introduced HRD concept in their organization in 1980. HRD is the process of empowering people to make things takes place.

HRD is a process of upgrading, forming and changing skills, knowledge, creative abilities, aptitude, values, commitment etc. based on present and future job and organizational demand.

Review of Literature

The intelligent findings of the various researches in the field of HRD Practices are mentioned below:

- **Rondeau and Wager (2001)** scrutinize the link between HRM practices, organisation environment and discernment of organizational performance, in a large sample of Canadian nursing homes and found that nursing homes, that have been carried through more 'progressive' HRM practices and which reported a workplace climate that strongly valued employee participation, empowerment and accountability tended to be perceived to generally perform better on a number of valued organizational outcomes.
- **Nayaab et al (2011)** examined that HRM practices contribute to the enhanced banks performance. Further, the result indicates that HRM practices like training and participation of employee in decision making was found to be similar to banks performance.
- **Tiwari and Saxena (2012)** examined in their study makes attempt to develop an understanding of HRM practices implemented by different companies. In their study, they gave their attention on HRM practices, also discussed factors affecting HRM practices. They

told that HRM practices differ from one country to another and factors which affect the HRM practices include external and internal factors.

- **Joshi and Srivastava (2012)** indicates the nature of HRD surroundings prevailing in Indian PSU's and determines the problem areas. An attempt has also been made to investigate the present status of structuring of HRD climate and HRD subsystems in Indian public sectors. They examine the interlinkages between HRD systems and their effectiveness in Indian PSU's. This study mainly focused on seven key dimensions of HRD climate.
- **Chaudhary, Rangnekar and Barua (2012)** the study considered the significance of HRD climate for managerial and organizational effectiveness. This study was undertaken with an objective to determine the level of HRD climate and to see if the perceptions of HRD climate differ for different nature of organizations at different hierarchical levels. Data was collected from 199 respondents using convenience sampling method from both public and private sector manufacturing and service organization in India.
- **Kumar (2012)** the study on HRM has been focused on the HR policies and practices followed in company related to HRP recruitment, performance appraisal, HRA, DA, labour welfare measures. The success of the company is purely based on HR retirement benefits, supply of uniform and shoes, housing facilities, leave travel concession provided by the company.

Objectives of the Study

- To study the HR practices in Indian Industry.
- To study threats in HRD practices.
- To suggest recommendations for more efficient working of HRD Practices in Indian Industry.

Research Methodology

The Study is completely based on secondary data. Data was collected from Journals, Websites, Books and Research Publications.

HR Best Practices of Indian Companies

HRM practices differs from one undertaking to another and from one country to another but the output remains the same i.e. HRM practices guides in increasing the productivity and performance of humans as well as of the organization. The HRM practices depicted in Table are some of the innovative HRM practices implemented by the companies.

Sr. No.	ORGANISATIONS	HR PRACTICES
1	Bharat Petroleum Corporation	Standardized business processes Provides just-in-time training Focused on effective change management Received strong executive support and commitment Gained complete business processes coverage in an enterprise resource planning(ERP) application
2	IOC Mathura Refinery	Provides training to employees High degree of team spirit in the organization Employees received strong support from top management
3	J K Luxmi Cement Ltd	Special Task Force Young leaders' forum. Periodic Blood Pressure check up camps. Quiz competitions
4	Maruti Udyog Ltd(MUL)	Adaptation in performance appraisals Competency mapping and job rotations Open and transparent communication Active participation of the people in the whole process Provides good compensation
5	LG India	Creativity and Autonomy Competency Performance based rewards Equal Opportunities Long Term Prospective Training & Rewards
6	Pantaloons (India) Ltd	Talent Management Programmes Employees Motivation & Welfare Schemes Promotion Policy Health & Safety Rules
7	India Cement Ltd	Human Resource Planning Wage Structure Training & Development Recruitment & Selection Performance Appraisal
8	Infosys	Internal HR Shared Services for increased efficiency HR Business process transformations Leveraging Technology Creating adverse inclusion and positive work environment.

		Infosys women inclusivity network Launched 3C-Campus hiring programs in US Capability building Cultural transformation & enablers for inclusivity
9	SHRM Foundation	Job Satisfaction Responsibility designed entirely by HR Get people to have skills, feel attitudes or do something that leads to job success Focus Single HR Practices
10	Reliance (India) Ltd	Learning and development Compensation and banding Talent acquisition
11	Dabur India Ltd	Work Life balance Talent management Training and development Gender diversity
12	PFizer India	Performance Appraisal Work Environment Participative Management Management Development Programme

Threats affecting HRD Practices

Indian economics Scenario is undergoing a basic structural change affecting all walks of life. Physical, behavioural and psychological differences among individuals have increased with rapid changes taking place in the management process of Organisations. But there are some threats which affect HRD Practices in Indian industry.

Suggestion

- **Active Participation Of Employees In Decision Making Process:** All the people working in the organization should be involved in the process of decision making and should also given the right to give their opinions and suggestions which will help an organization in taking of sound and quicker decisions. This technique will enhance the morale of employees they will feel motivated and will work more efficiently for the achievement of organization goal.
- **Rewards:**A sound organization should keep in mind welfare of employees, employees satisfaction, reward for efficiency. This will help to increase the morale of employees and will help the organization for efficient achievement of its objective.
- **Peaceful Work Environment:**A safe, happy and peaceful work place makes the employees feel good about being there. Each one is given importance and provided the security that gives them motivation and incentive to stay. A peaceful and happy environment provides them a feeling of positivity and will consequently use their positive attitude and behavior

towards their work in the organization. This technique will reduce the quicker employees turnover in the organization and it leads to the success and increase goodwill of the organization.

- **Open Management:** The employees feel motivated and developed enthusiasm only when the management opens up to them and discusses the company policies, sales, clients, contracts, goals and objectives. This encourages participative management. Putting question to them for ideas on how to upgrade will get their creative juices flowing. Being extended for everything related to the company will help in boosting trust and motivating the employees.
- **Performance Incentives:** Every good performance should be appreciated in the form of a pat on the back, bonuses or giving some other compensation for a job well done. These incentives should be implemented at the individual as well as team level. This method can work wonders for getting the best out of the employees.
- **Regular Performance Evaluation And Feedback:** Every company should evaluate the performance of employees regularly, so as to know whether the objectives of organization are achieved or not. It also helps to exercise better control over employees and by evaluating their actual performance, compared it with the set standards, deviations occurred if any must be improved. Regular evaluations help the employees to adjust the future and it helps to increase the effectiveness of employees in future.
- **Continuous Training Programmes:** Business has to face a changing marketing environment and it is very essential to continue learning in order to face this environment successfully. Training programme should always be continuous so that the employees continue getting the latest information. Through continuous training programmes, employees remain in touch with the latest marketing environment and they always feel refreshed with new energies and latest knowledge.
- **Maintaining Good Relations With Employees:** In every organization management /employees should maintain good relation with employees. Effective compensation plan and motivational programmes will help to improve relation of employees with management. It will help to increase the morale and efficiency of employees. They will work with more enthusiasm and efficiency.
- **Discussions:** The management should have discussions with employees to get their ideas, opinions or suggestions which help management in taking of good and efficient decisions for the benefits of organization. Through this system managers can find talented employees and develop them.
- **Sharing Of Knowledge:** sharing is a wonderful strategy that helps in the betterment of employees and their work. Having detailed information in central databases that can be approachable to each and every employee. Employees should be given the right to share their knowledge with other employees working in the organisation.

Conclusion

Human resource development being one of the most integral part of Human resource management, explains the need that the employees should be developed in such a manner that they manifest an asset to the organization with least resources and reduced wastage to achieve the objective of an optimum production. HRD helps organization to provide learning related activities to its employees and employers.

It can be concluded from the paper that HRD practices are conceived and implemented and found successful by the leading companies in India, but HRD practices are affected by external and internal threats and directly or indirectly affect other variables such as employee's attitude, employee-employer relations and financial performance.

It is suggested in the paper that all employees working in the organization should be involved in the decision making process and they should be given the right to give their suggestions and ideas for the benefits of the organization. A sound organization should keep in mind welfare of employees, employees' satisfaction. These will increase the morale of employees and will motivate them to do the work efficiently.

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