

**IMPORTANCE OF HUMAN RESOURCE DEVELOPMENT****Tomas CJ***MIB, Sri Krishna Arts & Science, Kuniyamuthur, Coimbatore.***Muhorakeye Hyserte***MIB, Sri Krishna Arts & Science, Kuniyamuthur, Coimbatore.***ABSTRACT**

*Human resource development has become an essential component in the development process. This is due to the fact that any development process is driven by the human factor. HRD is a process of organizing and enhancing the physical, mental and emotional capacities of individuals for productive work. In today's fast changing, challenging and competitive environment HRD has to take an active approach that is to seek preventive care in human relations. Using HRD strategies maximization of efficiency and productivity could be achieved through qualitative growth of people with capabilities and potentialities to grow and develop. Long-term growth can also be planned by creating highly inspired groups of employees with high aspirations to diversify around core competencies and to build new organizational responses for coping with change. This paper explains the key components of HRD such as manpower planning, recruitment, performance management, training and development, staff relations which helps the organizations to give more importance to the department and achieve their goal.*

**Keywords:** *Management, Training, Development.*

**MEANING OF HRM**

HRM is management function that helps managers to recruit, select, train and develop members for an organization. Obviously HRM is concerned with the people's dimensions in organizations.

**HRM Activities**

1. HR Planning
2. Job Analysis
3. Job Design
4. Recruitment & Selection
5. Orientation & Placement
6. Training & Development
7. Performance Appraisals
8. Job Evaluation
9. Employee and Executive Remuneration
10. Motivation
11. Communication
12. Welfare
13. Safety & Health
14. Industrial Relations

**Key Components:** Some of the key components of Human Resource Management are,



## **MANPOWER PLANNING**

Manpower planning enables a department to project its short to long term needs on the basis of its departmental plans so that it can adjust its manpower requirements to meet changing priorities. The more changing the environment the department is in, the more the department needs manpower planning to show.

1. The number of recruits required in a specified timeframe and the availability of talent.
2. Early indications of potential recruitment or retention difficulties.
3. Surpluses or deficiencies in certain ranks or grades.
4. Availability of suitable qualified and experienced successors.

### **Key Components**

Manpower planning comprises two key components

- Succession Planning
- Turnover

### **Succession Planning**

Succession planning is the process or activities connected with the succession of persons to fill key positions in the organization hierarchy as vacancies arise. The focus of attention is towards 'which' person the succession planning is needed. The focus is not more on career development but it is more towards what kind of person is required to fill the future vacancy. Succession planning focuses on identification of vacancies and locating the probable successor. For example in succession planning the key concern can be who will be next CEO or what will happen if the Marketing Manager retires in coming March.

### **Importance of Succession Planning**

- Succession planning helps when there is a sudden need arises due to reason or retirement of a key employee.
- Individual employee comes to know in advance the level to which he can rise if he has the ability and aptitude for it.
- Individual employee or successor feels happy when he feels that organization is taking care of his talents and aspirations.
- Succession planning helps create loyalty towards the organization and improved motivation and morale of individual employees.
- Organization gains stable workforce and low employee turnover.
- Ultimately organization becomes successful in accomplishing its goals effectively.

### **Turnover**

Turnover refers to retirement, resignation and redundancy. While a department cannot plan turnover because there are factors, such as resignation, which are beyond its control, it can monitor turnover carefully to ensure the department will have minimal difficulties in retaining staff. If such difficulties are envisaged or experienced, the department will find out the causes for them and take early steps to address them by improving, for example, motivation or training and development opportunities.

The department also needs to consider other manpower planning factors such as:

- External factors
- Internal factors

### **External Factors**

A number of factors may affect whether talent is available in the market to fill posts in a department. These include the availability of the required personnel with the necessary qualifications, skills and experience at a specified time, the relative job opportunities in the private sector and the general outlook of the economy.

**Internal Factors**

Departmental Plan: A department assesses the number of staff it requires at different levels, at specified timeframes, in the light of its present and planned future work commitments. This may lead to an increase or decrease of the current manpower.

**RECRUITMENT**

Employees are hired against the job vacancies. Based on the manpower demand and supply forecasts made, hiring of employees is initiated based on supply forecasts. For this internal and external sources of manpower are utilized. A formal selection board is established to interview and select the best of the candidates for the required vacancies. Finally the selected employees also need to be placed on proper jobs. Here some companies recruit employees for specific jobs while others recruit fresh trainees in large number and train them for future manpower needs.

**Importance of Recruitment**

1. Determine the present and future requirements in conjunction with personnel planning and job analysis activities.
2. Increase the pool of job candidates at minimum cost.
3. Help increase success rate of selection process by reducing number of under-qualified or over-qualified applications.
4. Reduce the probability that job applicants once selected would leave shortly.
5. Meet legal and social obligations.
6. Identify and prepare potential job applicants.
7. Evaluate effectiveness of various recruitment techniques and sources for job applicants.

<b>INTERNAL RECRUITMENT</b>	
<b>Advantages</b>	<b>Disadvantages</b>
<ul style="list-style-type: none"> <li>• Less Costly</li> <li>• Candidates already oriented towards organization</li> <li>• Organizations have better knowledge about internal candidates</li> <li>• Employee morale and motivation is enhanced</li> </ul>	<ul style="list-style-type: none"> <li>• Old concept of doing things</li> <li>• Candidates current work may be affected</li> <li>• Politics play greater roles</li> <li>• Morale problem for those not promoted.</li> </ul>
<b>EXTERNAL RECRUITMENT</b>	
<b>Advantages</b>	<b>Disadvantages</b>
<ul style="list-style-type: none"> <li>• Benefits of new skills and talents</li> <li>• Benefits of new experiences</li> <li>• Compliance with reservation policy becomes easy</li> <li>• Scope for resentment, jealousies, and heartburn are avoided.</li> </ul>	<ul style="list-style-type: none"> <li>• Better morale and motivation associated with internal recruiting is denied</li> <li>• It is costly method</li> <li>• Chances of creeping in false positive and false negative errors</li> <li>• Adjustment of new employees takes longer time.</li> </ul>

**PERFORMANCE MANAGEMENT**

Performance management is a very important Human Resource Management function. Its objective is to improve overall productivity and effectiveness by maximizing individual performance and potential.

Performance management is concerned with –

1. Improving individual and collective performance.
2. Communicating management's expectations to supervisors and staff.
3. Improving communication between senior management, supervisors and staff.

4. Assisting staff to enhance their career prospects through recognizing and rewarding effective performance.
5. Identifying and resolving cases of underperformance; and
6. Providing important links to other Human Resource Management functions, such as training.

### **Key Components**

Performance management therefore consists of several key components -

- Motivation.
- Performance appraisal.
- Promotion.
- Guidance and supervision.
- Addressing poor performance.

### **TRAINING AND DEVELOPMENT**

The objective of training and development is to enable employees to acquire the knowledge, skills, abilities and attitudes necessary to enable them to improve their performance. Staff training and development should focus on the department's objectives and goals and staff's competencies in achieving them.

A strategic approach has the following characteristics,

- Commitment to training and developing people.
- Regular analysis of operational requirements and staff competencies.
- Linking training and development to departmental goals and objectives.
- Skilled training personnel.
- Regular evaluation.
- A continuous learning culture.
- Joint responsibility between managers and staff for identifying and meeting training needs.

### **Key Components**

Training and Development consists of two main aspects.

- Training
- Development

### **Training**

Departments manage their own training function and have varying levels of responsibility to do this effectively,

- Management formulates departmental training policies and draws up training and
- Development plans to support departmental missions, objectives and values.
- Managers identify competencies and training needs, implement training activities and
- Provide coaching and supervision to ensure staff development occurs.
- Staff takes responsibility to make the most of the opportunities provided to maximize their potential.

### **Development**

The purpose of career development is to identify and develop the potential within staff, to build existing skill levels, and to prepare staff to take on greater responsibility during their career. Career development has to balance the needs and aspirations of the individual with the needs of the service - where these conflicts, the needs of the service should prevail.

### **STAFF RELATIONS**

The purpose of staff relations is to ensure effective communication between management and staff, to secure maximum cooperation from staff, and to motivate staff to give their best by ensuring that they feel fairly treated,

understands the overall direction and values of the Civil Service and those of their departments, and how decisions that affect them have been reached. Some of the key components of Staff relations are securing staff commitment, dispute resolution, addressing grievances & welfare.

**The principles that govern staff relations are that, where possible,**

- Management should communicate regularly and openly with staff.
- Staff should be consulted on matters that affect them.
- Problems and disputes should be resolved through discussion and consultation.
- The government should uphold the resolutions of the international labour organization conventions and
- Management should devise and encourage activities that contribute to staff's wellbeing.

**CONCLUSION**

The paper reveals the importance of Human Resource Development in the organizations and helps to guide and train the employees to improve the quality of the work so that maximum output can be obtained accordingly.

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