

HRD—A Total Management Process

Management world has seen many new 'words, 'concept', 'jargons' in the past to come in and go out with a view to give the magic wand of getting result for the organisations. Such a concept called Human Resource Development (HRD) has been whirling around the business world quite sometime. Intellectual intercourse has given this concept a passage to Indian organisations. Till its entry, management *gurus*, experts and consultants are interpreting this concept according to their own perceptions. Following their valued advice and guidance, many organisations have re-named overnight the Personnel Department to HRD Department without changing the structure and functions. In this context, some questions can be raised to understand the concept and practices of HRD in the organisations. The questions are : (i) What is HRD ? (ii) Is HRD desirable ? (iii) How can HRD be implemented ?

To find answer to the first question, we should explore the questions, what is the basic purpose of an organisation and how is the purpose achieved ? The basic purpose of an organisation is optimum utilization of all available resources within a timeframe for the accomplishment of organizational objectives. Management thinkers and practioners, from the beginning of this century, have prescribed different alternatives to achieve optimum utilization of all available resources. The alternatives and the consequences may be summarized as under :

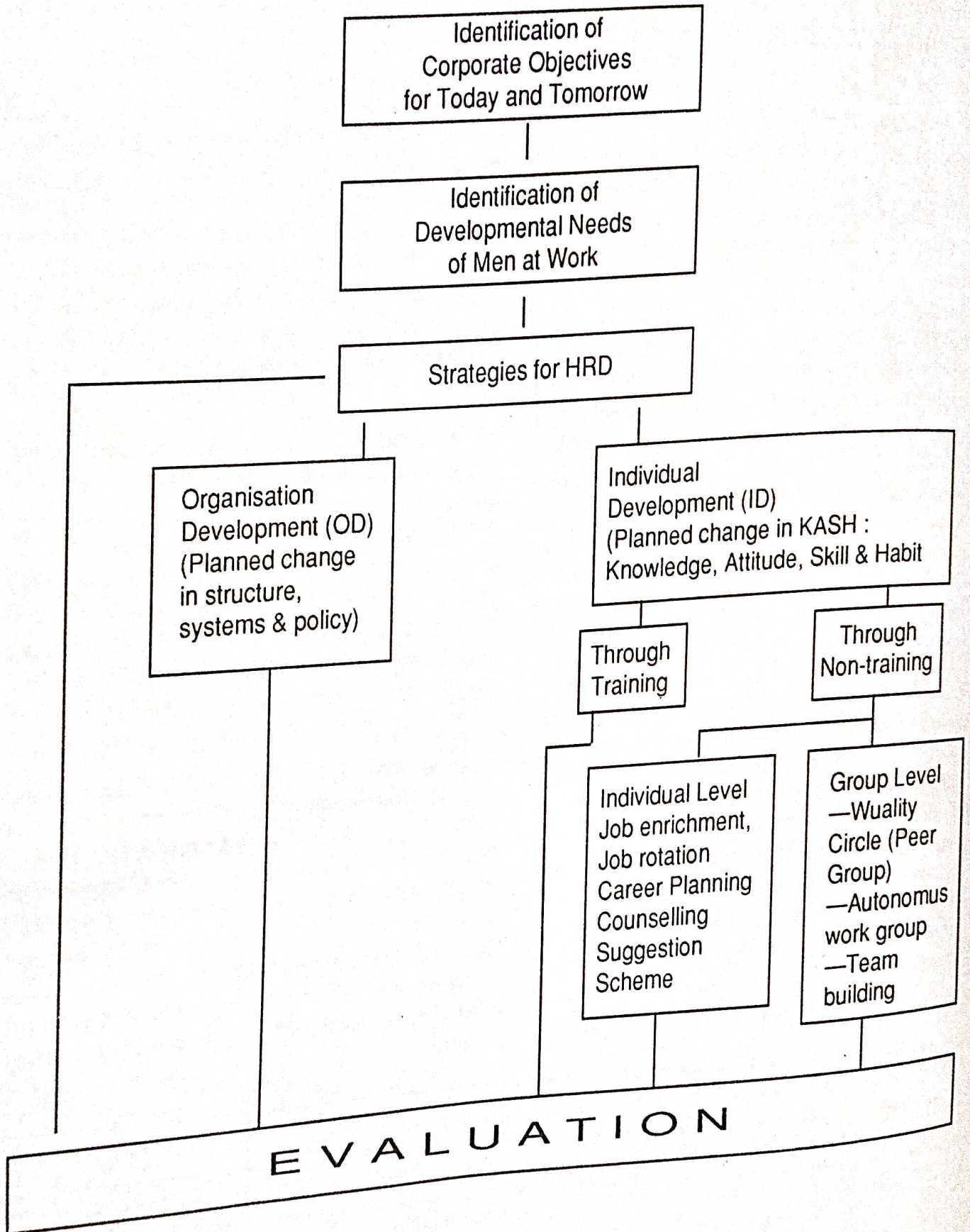
Since utilization of physical and capital resources depend on human resources, the focus of the approach precipited on men at work. It is realized that human resource is the only productive resource of the organisation which can synergize i;e., produce a result greater than the sum of its parts. Also, the human resource is the only resource with a capacity to produce whose upper limits are not known to the person himself or herself.

Keeping in view the above, successful industrialized countries have adopted primarily the third approach namely, Human Resource Development (HRD) in various forms and techniques to maximise the contribution of human resources (sources of skills, talents, intelligence, wisdom and abilities) of the organization toward the joint objectives of meeting the organization goals of management and satisfying the overall human needs of the men who work in the organizations at all levels (from CMD to workman).

Therefore, HRD is an integrated strategy and planned development process for effective utilization of human resources at work for the achievement of organizational objectives. It is rather a total Human Resource Utilization process with a view to establish integration between man and organization, man and task and man and man. It is a total matching process between Hard S's (structure, system and strategy) and Soft S's (staff, skill, style and super-ordinate goals).

Approach	Consequences	Effect
1. Get results by any means	Organisation gains	Short-term
2. Get results through the satisfaction of employee's needs	Employee gains	Short-term
3. Get results through the development of men at work	Both organization and employees gain	Long-term

Figure I



Second question, Is HRD desirable ? To answer this, a counter question may be useful. Is utilization of resources needed in the organisations ? I am sure the answer from all corners should be yes. It establishes the need for HRD in the organizations irrespective of ownership, type (manufacturing, service, etc.), size and location, Utilization of human resources at work organizations means how to establish a culture of working togetherness where people voluntarily contribute his time, talent and abilities for the organization i.e., to inculcate a feeling of 'task is mine' and 'organisation is mine'. This means to design appropriate strategies to establish three things : (a) making work a pleasure (Create conditions), (b) make work a pleasure not pain (task is mine), and (c) redesign work for pleasure (self-accomplishment). The focus would be on the total organization rather than the individual.

HRD is desirable when the organization plans for modernization, diversifications, growth; when organization faces crisis like falling market share, declining productivity, high rejection, increasing customer dissatisfaction, high wastage, increasing overhead cost, increasing industrial disputes, increasing absenteeism, high down-time of machine, not meeting time target of production, supply, etc.; and lastly, to maintain present position in the market.

Third question, how can HRD be implemented ? Before working out an implementation programme, two things to be ascertained : (1) Is there real corporate will to implement HRD programmes ? (Is top management aware of the benefit of HRD ?); (2) What is the need and situation of the organisation ? (Is it for growth or to overcome crisis, or to maintain status quo ?) After ascertaining the above, HRD processes should be identified considering the ownership, type, size and quality of employees. The schematic guideline Figure 1 may prove to be of use.

The following information should be remembered before implementation.

1. Design HRD organisation chart (CMD is the chief executive of HRD organisation with

emphasis on self accountability and horizontal grouping of activities).

2. Design HRD Leader profile and job description with clear cut key Result Areas, authority limit and accountability.
3. HRD should not be conceived as training only.
4. HRD cannot be achieved through 'selective approach' as it exists today i.e., by the sparables, for the sparables, and of the sparables. A departure for 'executive holiday' to executive/employee re-energizing'.
5. HRD is applicable in all departments for all employees from top to bottom not for executives alone.
6. The benefits of HRD intervention are mutual i.e., organisation gets desired output and services through committed, involved, dedicated employees, and employees get the task ownership (autonomy, self-direction, self-control, self-appraisal).
7. HRD slogan should be as follows :
 - a) Productivity before claims (work is worship)
 - b) Duties before rights (honesty is the best policy)
 - c) Organisation before self (from ego to organisation)

When total HRD is implemented, optimum utilisation and accomplishment of goals would be possible. Then HRD becomes both means and end in itself and organisational objectives and results will converge into an inseparable whole.

—K. K. Chaudhuri