



Challenges Faced by the Indian Organization for Human Resource Development

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Abstract: *The paper “Challenges faced by the Indian Organization for Human Resource Development” is based on a problem of “Cost of recruiting 1 new employee is equal to cost of retaining 10 old employees”. The paper has been developed through an extensive literature survey of the Indian organizations to examine the various challenges that are being faced by the Indian organizations for the human resource development and provides solutions to overcome these problems.*

Keywords: *Human Resources Development, Challenges to Develop HR in Indian Org.*

I. INTRODUCTION

The biggest challenge businesses and Governments face is the development of competent, forward looking and effective human resource. Superior human resource is a critical part in any business or organization and determines the performance any institution or business. Also, the structure of human resource and the way it operates is crucial in helping businesses and Governments to run efficiently. No matter how much an organization spends in capital, human resource remains the key determinant of an organization's success. This is because the quality of human resource directly influences the quality of goods or services that an institution or business offers to its consumers. Institutions, therefore, have an obligation to ensure their personnel get continuous exposure to information and skills that can better their performance. Human resource development includes any effort that provides learning and training opportunities to teams and individuals within organizations, in order to improve their performance. This is achievable through application of nuanced strategies, programs and policies, so as to counter the challenges that support and administrative staff are facing globally.

II. DEFINITIONS OF HUMAN RESOURCE DEVELOPMENT

Various definitions have been provided for the human resource development during the past few decades (Chien-Chi Tseng, Gary N. McLean, 2008; Gilley and Eggland, 1989; Lee, 2003; McCracken and Wallace, 2000; McLean and McLean, 2001; Nadler, 1983; Nadler and Wiggs, 1986; Smith, 1988; Swanson, 1996). The areas of professional practice that define Human Resource Development practice are generally categorized into three ie,

- (1) The learning;
- (2) The performance; and
- (3) The change.

Swanson (1996), defined HRD as “**A process for the development and skillful human through the organizational and the training programs for the people of the organization, so that their overall performance could be enhanced**”. Nadler (1983) defined HRD as “**at a given period of time, organized learning experience so as to bring about the potentiality of change in performance or growth of the individual and the organization as a whole**”. McLean and McLean (2001), described HRD is **any process that has the potential to develop over the short or the long period of time**. McLean and McLean (2001), the results could be defined as the **abilities and the recognition for the development of the work-based knowledge, the expertise, the productivity, and the level of satisfaction**.

TanvirKayani (2008), human resource development has been considered as **one of the most important area of research. The aim of the Human resource development policy is based on the development of the human resource.**

Sriyen (1997), considered human resource development as **a method of enhancing knowledge, skills and capacity of human resource in the society**. In terms of economy, **it could be described as accretion of human resource and its sustainable investment for the development of the economy**. In political terms, **HRD prepares the citizens of the country for participation in the political, democratic process of the country**. In terms of social and culture, **the human resource development aids people to live their lives to the fullest being developed to be richer and less on orthodox traditions**.



Frederick and Charles (1964), considered the **process of human resource development as the first step towards modernization.**

Michael (2000), the concept of modernization and economic development represents the implicit and explicit values framework for the achievement of desirable goals. Mahatma Gandhi once said “realization of human potential”. A country that is unable to develop their human resource in terms of the enhancement of their skills and knowledge cannot utilize their abilities for the welfare of the nation and hence cannot develop anything else.

TanvirKayani(2008),The role of development of human resource is to improve the quality of life. Various economists argue that the human resources of a country determine the character and growth in the economic and social development of a country. Not gold and silver but only human resource of a nation can make a nation a great & strong.

(Easterby-Smith and Cunliffe, 2004; Walton, 1996) today the area of Human Resource Development has gone beyond training and employee development to the building of strong corporate strategy, individual learning, team learning, career development, internal consultancy, organizational learning and knowledge management.

(Becker, 1975; Schmidt & Lines, 2002; Harrison & Kessels, 2004) The central focus of the human resource development is on the human capital or the human resource. As the human resource in an organization, based on their competencies, skills, experience and knowledge, they are viewed as the driving force for the success of an organization.

III. HUMAN RESOURCE DEVELOPMENT CHALLENGES

Weak Education System:-

The education system as observed in the developing countries lacks the practical aspect of knowledge. Most of the technical education that is delivered to the student lacks the practicality aspect and hence generally it is theoretical in nature. Therefore when the students passes his degree and enters the company, he requires training for the job failing to which he cannot start working on the machines, in case of manufacturing industries, softwares development and testing in case of Information technology industries and so on.

Training given to the employees:-

The training that is usually been given to the employees is of two types i.e. On the job training and Off the job training. As most of the companies do not put directly their employees to the job, the employees have to undergo rigorous training. In Off the job training the employees are kept away from the job, the roles and responsibilities are taught to them through class room training, seminars, conferences, coaching's, etc.

Employee continuous learning:-

The employee can only to developed to its fullest if he gets continuous learning. Most of the companies provides training to their employees but it is not enough as the technology and tool advances day by day, therefore when the employees is not in the process of continuous learning, he will face problems not today but tomorrows which in turn creates barrier to the human resource development and also makes the employees less motivated.

Lack of Educational Advancement:-

Most of the employees are not given special leave to upgrade their educational qualification. This creates a barrier for the human resource development and the employees have to leave their job in order to upgrade their educational qualification in order to get promoted and to acquire higher status in the society.

Lack of funds for the human resource development:-

Now days it has been observed that the companies are reducing their budget day by day for the human resource development and they are spending more on capital investment and management, asset management, fund management, research and development and market research. Most of the companies in India are small scale companies and their budget does not allow them to spend a good amount of money on human resource development.



Overcoming Human Resource Development Challenges:-

Haslinda Abdullah (2009), A wide range of challenges are being faced by the organizations with regard to the management and implementation of training and development of human resource in the environment of emergence of new technologies and globalization which starts with the focus on human resource as capital in HRD practices, their development through education and training, learning, communication skills and language skills. For the Human resource development, learning and motivation of the human resource are also considered to be the most important feature of an effective human resource development process.

The education system should be improved; higher education must focus more on the practical aspect rather than the theoretical aspect. Students should be given industry projects in every semester and they should be evaluated from time to time. This will give the opportunity to the students to get aware of the working of the industry, the code of conduct that needs to be followed in the industry and the rules and regulation that abides every employee and also gives them the opportunity to take up the real problems that the industry face and to provide solutions of the problems.

Companies must focus more on 'On the job' training, this will help the employee to take up real problems and while solving these real problems the employee would get more familiar with problems that he would be facing day to day and also the employee would build up confidence while solving these problems and he would be ready to face such kind of problems in future. Although it is also necessary that the employee gets continuous 'Off the job' training, this would give them an opportunity to meet the experts of their field and to discuss their day to day problems and also they can ask for solutions of the problems they are unable to solve.

Employees must be put to continuous learning; this will help the employees to upgrade their skills from time to time. Companies should provide training to the employees on the arrival of the new software, tools and technologies as the companies need to adopt new technologies to be in line with their competitors and the employees cannot work on newer technologies without having a prior training because every new technology has newer dimensions added to the previous one.

Organizations must provide employee with special education upgrade leave so that the employee can upgrade their educational qualification from time to time as it helps them to get promoted to a higher position in an organization and those employees, whose work are so rigorous and organizations cannot afford to grant leaves to them, they should provide E learning to upgrade their educational qualifications as most of the universities worldwide are focusing on web based learning to help the employees learn and earn good jobs through internet. It is less expensive at the same time and organizations can easily afford it as well.

Organizations should make proper budgets for the human resource development so that the human resource can be developed to its fullest. Small scale organizations should make a tie up with other organization to make their employees learn and develop new skills; this would be interesting and also less expensive at the same time.

IV. CONCLUSION

The organizations should focus more on human resource development so that the organizations can lower down their employee turnover ratio by developing their employees skills from time to time through an extensive training, right from the college to the employment and further to make the employee in line with the newer technology, tools and software, the organizations should prepare a proper budget for the human resource development, employees must be given opportunities to upgrade their educational qualification and when necessary employee should be provided with an e learning facility. As it is said that fully developed employee would be highly motivated to work therefore in order to make the employee motivated to work and to decrease the employee turnover ratio, human resource development is absolutely mandatory.

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