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RESEARCH ARTICLE

HUMAN RESOURCE DEVELOPMENT – AN OVERVIEW

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ABSTRACT

A new battle is being fought in the war for talent, with analysts, human resources (HR) professionals and executives around the world the main combatants. Likewise, we cannot ignore the other ongoing war for talent that informs organizations talent strategies. Although there is not necessarily a shortage of good people globally, organizations often report that local talent is hard to find and they compete fiercely to fill skilled and professional roles. The aging workforce, together with rapid changes in technology is continuing to force HR professionals to search globally for talent and increase training and development budgets. The simultaneous challenge to traditional HR practices with the rapid rise of mobile technology and social media. These new capabilities are changing the way data is collected on employees and external candidates: from recruiting via social media sites to testing candidates on their smart phones, organizations must consider how to ensure consistency and fairness in their recruiting and hiring processes.

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INTRODUCTION

Traditionally, the HR executive could talk abstractly and conceptually about employee morale, turnover, and commitment. To fulfill the business partner role of HR, concepts need to be replaced with evidence, ideas with results, and perceptions with assessments. This article shows how and why HR adds value to business decisions. First, evidence is emerging which demonstrates the impact of HR practices on business results. Second, HR issues are being woven into business measures around a balanced scorecard. The present HR assessments are being carried out on practices, professionals, and departments or functions.

METHODOLOGY

This paper is mainly based on Secondary Data.

Secondary Data

This paper data are collecting from journals, reports, other references and internet.

Objectives of the Study

- To study overview an human resource development
- To study on drivers development transportation
- To study on environmental changes and managing demographic change
- To overview on competitive strategy

Behaviours and Competitive Strategies of Human Resource Development

The State of Human Development

The Human Development Index (HDI) in 2012 reveals much progress. Over the past decades, countries across the world have been

converging towards higher levels of human development. The pace of HDI progress has been fastest in countries in the low and medium human development categories. No one should be doomed to a short life or a miserable one because he or she happens to be from the “wrong” class or country, the “wrong” ethnic group or race or the “wrong” sex. Inequality reduces the pace of human development and in some cases may even prevent it entirely. All developing countries are not yet participating fully in the rise of the South. The pace of change is slower, for instance, in most of the 49 least developed countries, especially those that are landlocked or distant from world markets. Nevertheless, many of these countries have also begun to benefit from South-South trade, investment, finance and technology transfer. There have, for example, been positive growth spillovers from China to other developing countries, particularly close trading partners. These benefits have to some extent offset slackening demand from the developed countries. Growth in low-income countries would have been an estimated 0.3 - 1.1 percentage points lower in 2007–2010 had growth fallen at the same rate in China and India as in developed economies. Many countries have also benefited from spillovers into sectors that contribute to human development, especially health, Indian firms.

Drivers of Development Transformation

An essential part of human development is equity. Every person has the right to live

Driver 1: Proactive Developmental State

A strong, proactive and responsible state develops policies for both public and private sectors based on a long-term vision and leadership, shared norms and values, and rules and institutions that build trust and cohesion. Achieving enduring transformation requires countries to chart a consistent and balanced approach to development. Countries that have succeeded in igniting sustained growth in income and human development have not, however, followed one simple recipe. Faced

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with different challenges, they have adopted varying on market regulation, export promotion, industrial development and technological adaptation and progress. Priorities need to be people-centered, promoting opportunities while protecting people against downside risks. Governments can nurture industries that would not otherwise emerge due to in-complete markets. Although this poses some political risks of rent seeking and cronyism, it has enabled some countries of the South to turn industries previously derided as inefficient into early drivers of export success once their economies became more open. In large and complex societies, the outcome of any particular policy is inevitably uncertain. Developmental states need to be pragmatic and test a range of different approaches. Some features stand out: for instance, people-friendly developmental states have expanded basic so-cial services. Rapid expansion of quality jobs is a critical feature of growth that promotes human development.

Driver 2: Tapping of Global Markets

Global markets have played an important role in advancing progress. All newly industrializing countries have pursued a strategy of “importing what the rest of the world knows and exporting what it wants”. But even more important is the terms of engagement with these markets. Without investment in people, returns from global markets are likely to be limited. Success is more likely to be the result not of a sudden opening but of gradual and sequenced integration with the world economy, according to national circumstances, and accompanied by investment in people, institutions and infra-structure. Smaller economies have successfully focused on niche products, the choice of which is often the result of years of state support built on existing competencies or the creation of new ones.

Driver 3: Determined Social Policy Innovation

Few countries have sustained rapid growth without impressive levels of public investment not just in infrastructure, but also in health and education. The aim should be to create virtuous cycles in which growth and social policies reinforce each other. Growth has frequently been much more effective at reducing poverty in countries with low income inequality than in countries with high income inequality. Promoting equality, particularly among different religious, ethnic or racial groups, also helps reduce social conflict. Education, health care, social protections, legal empowerment and social organization all enable poor people to participate in growth. Sectoral balance especially paying attention to the rural sector and the nature and pace of employment expansion are critical in determining how far growth spreads incomes. But even these basic policy instruments may not empower disenfranchised groups. Poor people on the fringes of society struggle to voice their concerns, and governments do not always evaluate whether services intended to reach everyone actually do. Social policy has to promote inclusion ensuring nondiscrimination and equal treatment is critical for political and social stability and provides basic social services, which can underpin long-term economic growth by supporting the emergence of a healthy, educated labour force. An agenda for development transformation that promotes human development is thus multifaceted. It expands people’s assets by universalizing access to basic services. It improves the functioning of state and social institutions to promote equitable growth where the benefits are widespread. It reduces bureaucratic and social constraints on economic action and social mobility. And it holds leadership accountable.

Sustaining Momentum

Many countries of the South have demonstrated much success. But even in higher achieving countries, future success is not guaranteed. How can countries in the South continue their pace of progress in human development, and how can the progress be extended to other countries? The Report suggests four important areas to facilitate this: enhancing equity, enabling voice and participation, confronting environmental pressures and managing demographic change. The Report points to the high cost of policy inaction and argues for greater policy ambition.

Enhancing Equity

Greater equity, including between men and women and across groups, is not only valuable in itself, but also essential for promoting human development. One of the most powerful instruments for this purpose is education, which boosts people’s self-confidence and makes it easier for them to find better jobs, engage in public debate and make demands on government for health care, social security and other entitlements. Research for the report find that mother’s education is more important to child survival than household income or wealth is and that policy interventions have a greater impact where education outcomes are initially weaker. This has profound policy implications, potentially shifting emphasis from efforts to boost household income to measures to improve girls’ education. The Report makes a strong case for policy ambition. An accelerated progress scenario suggests that low HDI countries can converge towards the levels of human development achieved by high and very high HDI countries. By 2050, aggregate HDI could rise 52% in Sub-Saharan Africa (from 0.402 to 0.612) and 36% in South Asia (from 0.527 to 0.714). Policy interventions under this scenario will also have a positive impact on the fight against poverty. By contrast, the costs of inaction will be increasingly higher, especially in low HDI countries, which are more vulnerable. For instance, failing to implement ambitious universal education policies will adversely affect many essential pillars of human development for future generations.

Enabling Voice and Participation

Unless people can participate meaningfully in the events and processes that shape their lives, national human development paths will be neither desirable nor sustainable. People should be able to influence policymaking and results, and young people in particular should be able to look forward to greater economic opportunities and political participation and accountability. Dissatisfaction is on the rise in the North and the South as people call for more opportunities to voice their concerns and influence policy, especially on basic social protection. Among the most active protesters are youth, in part a response to job shortages and limit-ed employment opportunities for educated young people. History is replete with popular rebellions against unresponsive governments. This can derail human development as unrest impedes investment and growth and autocratic governments divert resources to maintaining law and order. It is hard to predict when societies will reach a tipping point. Mass protests, especially by educated people, tend to erupt when bleak prospects for economic opportunities lower the opportunity cost of engaging in political activity. These “effort-intensive forms of political participation” are then easily coordinated through new forms of mass communication.

Confronting Environmental Challenges

While environmental threats such as climate change, deforestation, air and water pollution, and natural disasters affect everyone, they hurt poor countries and poor communities most. Climate change is already exacerbating chronic environmental threats, and ecosystem losses are constraining livelihood opportunities, especial-ly for poor people. Although low HDI countries contribute the least to global climate change, they are likely to experience the greatest loss in annual rainfall and the sharpest increases in its variability, with dire implications for agricultural production and livelihoods. The magnitude of such losses highlights the urgency of adopting coping measures to increase people’s resilience to cli-mate change. The cost of inaction will likely be high. The longer action is delayed, the higher the cost will be. To ensure sustainable economies and societies, new policies and structural changes are needed that align human development and climate change goals in low-emission, climate-resilient strategies and innovative public, private financing mechanisms.

Managing Demographic Change

Between 1970 and 2011, world population swelled from 3.6 billion to 7 billion. As that population becomes more educated, its growth rate

Exhibit 1

Employee Role Behaviors for Competitive Strategies

1. Highly repetitive, predictable behavior	---- Highly creative, innovative behavior
2. Very short-term focus	---- Very long-term behavior
3. Highly cooperative, interdependent behavior	---- Highly independent, autonomous behavior
4. Very low concern for quality	---- Very high concern for quality
5. Very low concern for quantity	---- Very high concern for quantity
6. Very low risk taking	---- Very high risk taking
7. Very high concern for process	---- Very high concern for results
8. High preference to avoid responsibility	---- High preference to assume responsibility
9. Very inflexible to change	---- Very flexible to change
10. Very comfortable with stability	---- Very tolerant of ambiguity and unpredictability
11. Narrow skill application	---- Broad skill application
12. Low job (firm) involvement	---- High job (firm) involvement

Adapted from R.S. Schuler, "Human Resource Management Practice Choices," in R. S. Schuler, S. A. Youngblood, and V. L. Huber (Eds.) *Readings in Personnel and Human Resource Management*, 3rd Ed., St. Paul, MN: West Publishing, 1988.

will decrease. Development prospects are influenced by the age structure of the population, as well as its size. An increasingly critical concern is the dependency ratio that is, the number of younger and older people divided by the working-age population ages 15–64. Some poorer countries will benefit from a “demographic dividend” as the share of the population in the workforce rises, but only if there is strong policy action. Girls’ education, for instance, is a critical vehicle of a possible demographic dividend. Educated women tend to have fewer, healthier and better educated children; in many countries educated women also enjoy higher salaries than uneducated workers. The richer regions of the South, by contrast, will confront a very different problem, as their population age, reducing the share of the working age population. The rate of population ageing matters because developing countries will struggle to meet the needs of an older population if they are still poor. Many developing are needed that align human development and climate change goals in low-emission, climate resilient strategies and innovative public, private financing mechanisms.

Competitive Strategy: Needed Role Behaviors

Before developing a linkage between competitive strategy and HRM practices, there must be a rationale for that linkage. This rationale gives us a basis for predicting, studying, refining, and modifying both strategy and practices in specific circumstances. Consistent with previous research, the rationale developed is based on what is needed from employees apart from the specific technical skills, knowledge, and abilities (SKAs) required performing a specific task. Rather than thinking about task-specific SKAs, then, it is more useful to think about what is needed from an employee who works with other employees in a social environment. These needed employee behaviors are actually best thought of as needed role behaviors. The importance of roles and their potential days-function in organizations, particularly role conflict and ambiguity, is well documented. Based on an extensive review of the literature and secondary data, several role behaviors are assumed to be instrumental in the implementation of the competitive strategies.

Conclusion

This study focuses on to study overview an human resource development, human resource drivers development transportation, environmental changes and managing demographic change, competitive strategy and the like. Some poorer countries will benefit from a “demographic dividend” as the share of the population in the workforce rises, but only if there is strong policy action. Girls’ education, for instance, is a critical vehicle of a possible demographic dividend. The present HR assessments are being carried out on practices, professionals, and departments or functions are well in the developing countries.

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