

HUMAN RESOURCE DEVELOPMENT

UNIT II: HRD AND MANAGEMENT

HRD and Management

- Attitude of Top Management towards HRD
- Motivational Aspects of HRD
- Development Supervision
- Career Development
- Organizational Climate

Role of Management in HRD

- The primary goal of HRD is to increase workers' productivity and Organizational profitability as investment HRD improve workers skill and enhance motivation and to prevent obsolescence at all levels.
- To achieve these goals, HRD manager or professional play following two important roles:

Role of Management in HRD

- a) To assist employees in obtaining the knowledge and skills they need for present and future jobs, and to assist them in attaining their personal goals.
- b) To play the enabling role providing the right context in which human performance occurs and the organisation reaches its stated objectives.

The various roles are-

- Administrator Role - providing co-ordination and support services for the delivery of HRD programmes.
- Evaluator's Role – Identifying the input of an intervention on individual or Organizational effectiveness.
- Individual Career Development Advisor Role – Helping individuals to assess personnel competencies, values and goals and to identify, plan and implement development and career actions.

The various roles are-

- Leader's Role – Supporting and leading a group's work and linking that work with total organisation
- Facilitator's Role – presenting information, directing structure learning experiences and managing group discussions and group process.
- Organizational changes Role – Influencing and supporting changes and Organizational behaviour.

The various roles are-

- Material Developer's Role – The role of producing written or electronically mediated instructional materials.
- Programme Designer's Role – Preparing objectives, defining context and selecting and sequencing activities for a specific intervention.

The various roles are-

- Researcher's Role – Identifying, developing or testing new theories-concept, technologies, models, hardware etc. and translating these implications for improved individual or Organizational performance.

HRD consultant or expertise appointed by organisations where they do not have the requisite internal skill and knowledge.

Responsibility of Human Resources Development (HRD) Manager

- To act as an internal change agent and consultant.
- To initiate change and act as an expert and facilitator.
- To actively involve himself in the company's strategy formulation.
- To keep communication lines open between the HRD function and individuals and groups both within and outside the organisation.

Responsibility of Human Resources Development (HRD) Manager

- To identify and involve HRD strategies in overall business strategy.
- To facilitate the development of various Organizational teams and their working relationship with other teams of individuals.
- To try and relate people and work so that the Organizational objectives are achieved effectively and efficiently.

Responsibility of Human Resources Development (HRD) Manager

- To diagnose problems and to determine appropriate solutions particularly in the human resources areas.
- To provide co-ordination and support services for the delivery of HRD programmes and services.
- To evaluate the impact of an HRD intervention or to conduct research so as to identify, develop or test how HRD in general has improved individual or Organizational performance.

Attitude of Top Management

- The role of top management is more than making decisions that affect all employees.
- It's also to set the bar for the way managers treat the staff and relate to each other, which also affect the success of the company.
- When employees feel their input is valued, they're more likely to do their jobs enthusiastically and improve the achievement of the company.

Attitude of Top Management

- Understanding the affects of their role helps the top management team make changes as necessary to the way they make decisions, the way they interact with other managers and teams, and how they are perceived by the staff.
- To reach higher achievements for the company, top management first needs to make sure everyone in the company knows what the company's overall goals and strategy are.

Attitude of Top Management

- The top management of a company leads by example and affects the motivation felt by the employees.
- A management team that takes a sincere interest and connects with the staff is more likely to inspire the employees to achieve.
- Top management needs to also make sure the line of communication and transparency continues throughout the company as well.

Attitude of Top Management

- To make the HRD efforts successful, complete support from top management is required.
- Top management's attitude towards HRD efforts should be positive and enthusiastic.
- Finally, top management support moderates the relationship between HRD efforts and employees' attitudes such that increased top management support for HRD efforts improves employees' job satisfaction and organizational commitment.

Motivational Aspect of HRD

- Motivation is one of the most important concepts in HRD. Motivation is defined as the feeling based on which a person acts or behaves regarding a particular task or activity.
- Motivation is a human psychology factor which drives or pushes a person to behave in a particular way.
- In most organizations, it is common to hear the refrain that a particular employee is not motivated and hence his or her performance has taken a backseat.

Motivational Aspect of HRD

- This is the reason companies spend humungous amounts of money in arranging for training sessions and recreational events to motivate the employees.
- Motivation can be understood as the desire or drive that an individual has to get the work done.
- For instance, when faced with a task, it is the motivation to accomplish it that determines whether a particular individual would complete the task according to the requirements or not.

Motivational Aspect of HRD

- Further, the absence of motivation leads to under performance and loss of competitiveness resulting in loss of productive resources for the organization.
- It is for this reason that the HR managers stress on the employees having high levels of motivation to get the job done.
- Motivation of employees is indeed important for the health of the companies.

Motivational Aspect of HRD

- Only when employees are motivated sufficiently can they give their best.
- Typically, companies focus on compensation and perks and benefits as a strategy to motivate employees.
- However, employees are motivated by factors other than pay and hence, the HRD function must take cognizance of this fact and proceed accordingly.
- This means that the need for job satisfaction and fulfilment have to be taken care of as well for the employees to reach their potential.



Building Motivation

- **Needs Assessment**

Increasing motivation requires you to pinpoint the exact areas of needed improvement.

Start with a simple, anonymous questionnaire relating to personal goals and opinions about your business, employee satisfaction and management performance.

Most of the questions should be open-ended, with simple "yes," "no" or "maybe" answers.

Building Motivation

- **Leadership**

While being relaxed and informal may gain you friendship status among your staff, it is detrimental to motivation.

The key here is to find middle ground between a completely informal or an autocratic management style.

First, enforce discipline in a professional manner. Do not scold, disparage or lecture employees; instead, document infractions and address the issue in private.

Finally, set an example. Show enthusiasm in everything you do so your staff knows which behaviours and practices are acceptable.

Building Motivation

- **Concern**

Because motivation is centred around employees, it's important that you show them appreciation and understanding.

They're the foundation of your business, so treat them accordingly.

Make it clear that your staff can approach you at any time to address issues.

However, limit all conversations to private meetings and ask questions about how you can resolve the problem for them to make their job easier and more fulfilling.

The same applies if a staff member's personal problems affect his work. Ask if there is anything you can do to help, even if he simply needs someone to talk to.

Building Motivation

- **Rewards**

Developing an effective reward system is a matter of balance. Ultimately, it falls into two broad categories: compensation and acknowledgment.

However, you can't choose one or the other, as they're co-dependent.

Compensation should be your main focus, while supporting employees through praise gives them an extra push to perform well.

Acknowledgment is fairly straightforward, and your monetary reward system should depend on your business.

Development Supervision

- ‘Supervision’ comprises two words, namely ‘super’, that is, superior or extra, and ‘vision’, that is, sight or perspective. The literal meaning of the term ‘supervision’ is to ‘oversee’ or ‘to inspect the work of other persons’.
- In business organizations, there are ‘supervisors’ and ‘subordinates’.
- Supervision refers to the direct, immediate guidance and control of subordinates in the performance of their jobs.

Development Supervision

- Thus, the activity of supervision is concerned with the direction, guidance, control and superintendence of the subordinates.
- ‘Supervision’ refers to an act by which any person inspects or supervises the work of other people, that is, whether they are working properly or not.
- Supervision is direction, guidance and control of working force with a view to see that they are working according to plan and are keeping time schedule.

Development Supervision

- Further, they are getting all possible help in accomplishing their assigned work.
- In management supervision means “Overseeing the subordinates at work with authority and with an aim to guide the employees, if he is doing wrong.”

Supervisory Roles

- Oversee scheduling, assignments, and the daily workflow of training administrators and/or consultants.
- Provides constructive and timely performance evaluations.
- Evaluates the effectiveness of the organizations training programs and recommends areas of improvement.

Supervisory Roles

- Reviews training needs; modifies or improves existing programs or develops new training programs to meet those needs.
- Through collaboration with management, identifies anticipated training needs based on human resource initiatives, legal and regulatory changes, career development needs, and other factors.

Supervisory Roles

- Uses classroom training and demonstration methods, on-the-job training, meetings, conferences, and workshops to plan, develop, and provide training and staff development programs.
- Coordinates or performs compliance training and personal development classes for staff members.
- Conducts training for instructors and supervisors on techniques and skills to manage and teach their employees.

Supervisory Roles

- Coordinates and assigns mandatory training across the organization.
- Creates, further develops, and organizes educational materials such as manuals and multimedia visual aids.
- Creates and/or administers post-training evaluations, tests, and assessments.
- Prepares and implements training budget.

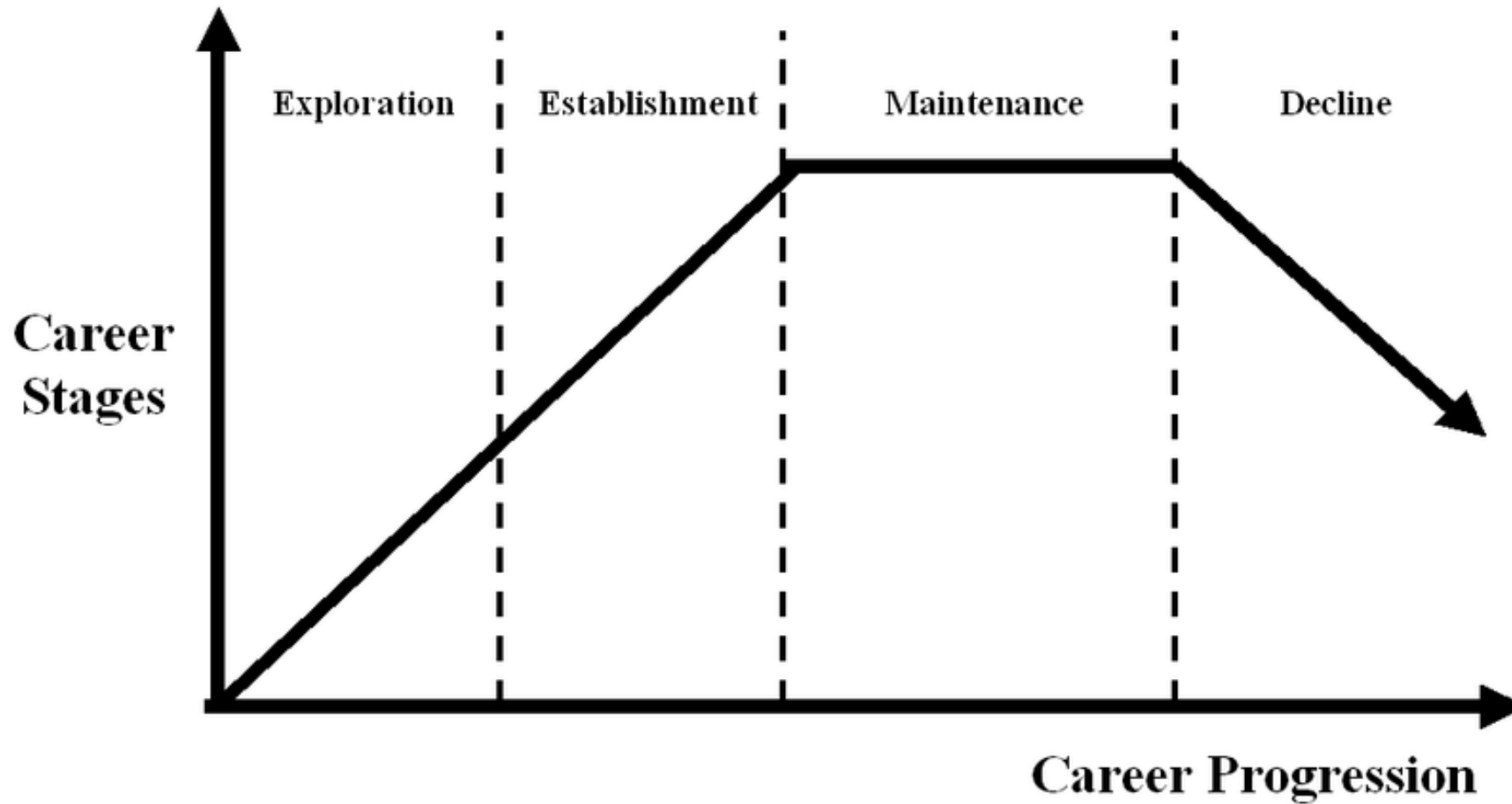
Career Development

- Career development is the process of self-knowledge, exploration, and decision-making that shapes your career.
- It requires successfully navigating your occupational options to choose and train for jobs that suit your personality, skills, and interests.
- When someone pays careful attention to their career development, they identify their own strengths and blind spots, then work hard to improve their skills.

Career Development

- It also involved learning about different roles and industries to find a match to their abilities, seeking out opportunities to advance, and maybe even changing careers altogether if they find a more suitable one.
- Career development is directly linked to the goals and objectives set by an individual.

Stages in Career Development





Career Development

- It starts with self-actualization and self-assessment of one's interests and capabilities.
- The interests are then matched with the available options.
- The individual needs to train himself to acquire the skills needed for the option or career path chosen by him.
- Finally, after acquiring the desired competency, he has to perform to achieve the goals and targets set by him.

Career Development Strategies

- The development of an individual's career is driven by several factors.
- Strategies to improve someone's career can be driven either by the company through organization development or by the individual himself or herself.
- Some strategies of career development are as following-

Career Development Strategies

- **By Companies**

- Training and development by companies can help in employees learn new skills.
- Companies help in providing leadership development, management development etc.
- This is all done through employee training sessions or developmental counselling.
- Employee development in the long run helps in career development.

Career Development Strategies

- **By Employees**

- Individuals can themselves boost their own career.
- This is done through constant evaluation of their skills using techniques like continuing professional development.
- Continuous and repetitive efforts can help in the career development for an employee.

Importance of Career Development

- Optimum utilization of the capabilities of employees
- Improves the quality of the work-life of employees
- Improves the organization itself
- Increases the skill of the employees
- Higher productivity

Importance of Career Development

- Attract and retain talent
- Employee satisfaction
- More growth opportunities
- Sound relationships
- Healthy working environment

Organizational Climate

- The concept of Organizational climate was formally introduced by the human relationists in the late 1940s.
- Organizational climate is also referred to as the “situational determinants” or “Environmental determinants” which affect the human behaviour.

Organizational Climate

- Climate of an organization is somewhat like the personality of a person.
- Just as every individual has a personality that makes him unique and different from other persons.
- Each organization has an organizational climate that clearly distinguishes it from other organizations.

Organizational Climate

- Basically, the organizational climate reflects a person's perception of the organization to which he belongs.
- It is a set of unique characteristics and features that are perceived by the employees about their organizations which serves as a major force in influencing their behaviour.
- Thus, organizational climate in a broad sense, can be understood as the social setting of the organization.

Organizational Climate

- It may be possible to have as many climates as there are people in the organisation when considered collectively, the actions of the individuals become more meaningful for viewing the total impact upon the climate and determining the stability of the work environment.
- The climate should be viewed from a total system perspective. While there may be differences in climates within departments these will be integrated to a certain extent to denote overall organizational climate.

Definition

- “A set of measurable properties of the perceived work environment, directly or indirectly, created by individuals who live and work in this environment and that influences the motivation and behaviour of these people.”

Definition

- In this definition of organizational climate, we can note two striking features:
 1. The organizational climate is a concept “perceived” by employees. Importantly, it is dependent on a value judgment which can vary greatly from person to person.
 2. The organizational climate affects productivity, motivation and employee behaviour.

The Main Features

- It is a perception of the work environment.
- It is a “psychological atmosphere.”
- It is a quick picture of the relationship between the organization and its employees.
- It is related to the quality and suitability of the work environment.

The Main Features

- It has to do with the support that employees feel they receive from the organization.
- The organizational structure strongly influences the organizational climate.
- The organizational climate is a reflection of the degree of employee motivation.
- It has positive and negative effects on people's behaviour in the workplace.

Characteristics of Organizational Climate

- Organizational climate is a general expression of what the organisation is. It is the summary perception which people have about the organisation.
- Organizational climate is a qualitative concept. It is very difficult to explain the components of Organizational climate in quantitative or measurable units.
- Organizational climate gives a distinct identity to the organisation. It explains how one organisation is different from other organisations.

Characteristics of Organizational Climate

- Organizational climate built up over a period of time. It represents a relatively enduring quality of the internal environment that is experienced by the organizational members.
- Organizational climate is a multi- dimensional concept. The various dimensions of the Organizational climate are individual autonomy, authority structure, leadership style, pattern of communication, degree of conflicts and cooperation etc.

Key Points for Creating a Great Organizational Climate

- It is important to find out what factors have motivated or demotivated employees
- Team spirit and unity of the group
- Publicize the mission, vision, and values of the company
- How is the delegation of tasks perceived?
- Make sure that the teams believe in the competence of its leaders

Developing a Sound Organizational Climate

- The following techniques are generally helpful in improving the climate of the organisation:
 - ✓ Effective Communication System
 - ✓ Concern for People
 - ✓ Participative Decision Making
 - ✓ Change in Policies, Procedures and Rules
 - ✓ Technological Changes

Impact of Organizational Climate

- Organizational climate influences to a great extent the performance of the employees because it has a major impact on motivation and job satisfaction of individual employees.
- The organizational climate can affect the human behaviour in the organization through an impact on their performance, satisfaction and attitudes.

Impact of Organizational Climate

- Organizational climate determines the work environment in which the employee feels satisfied or dissatisfied.
- Since satisfaction determines or influences the efficiency of the employees, we can say that organizational climate is directly related to the efficiency and performance of the employees.

Factors affecting Organizational Climate

- Working environment
- Technology
- Work process
- Departmental goals/objectives
- Support of top management
- Reporting system