

**ANALYZING THE ANNALS OF HUMAN RESOURCE
DEVELOPMENT IN INDIA AND ITS
METAMORPHOSIS INTO A CATALYST THAT IS
MORE ENABLED FROM THE NETHER,
AMALGAMATED WITH PLIANT HUMAN
RESOURCE MANAGEMENT STRATEGIES FOR THE
INDIAN FIRMS IN THE GLOBALIZED ERA**

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ABSTRACT

Breaking the barriers of status quo has become an obsession for the global corporations who envision their workers as agents of change rather than entities to be regimented. Indian organizations have been heavily preponderant on the government patronages in form of bailout plans to yank them out of the meek but the time is ripe for them to realize that its only through competitive conditioning of its employees that the whole organizational apparatus could be set in motion. The Central government is taking pro-active steps to self-sustain and gain an incremental in the growth story in India. This can only be possible if neophyte policies are set by a different compass—only by inculcating the state of the art human resource development practices. It's a Hobson's choice to strategize, capitalize and materialize on the available pool of Social Capital or retrograde to perdition and oblivion. Both the immanent and transeunt aspects are a function of somatesthesia—modifications and conditioning are required for individuals in order to create competent workforces with intuitive capabilities.

Keywords: *Competitive Conditioning, Human Resource Development, Social Capital and Competent workforces.*

I. INTRODUCTION

Human Resource Development is a process in which the employees of an organization are continuously helped in a planned way to acquire or sharpen their capabilities required to perform various tasks and functions associated with their present and future expected roles, to develop their general enabling capabilities as individuals so that they are able to discover and exploit their own inner potentialities for their

own/organizational development purposes and develop an organizational culture where superior-subordinate relationship, teamwork and collaboration among the different sub units are strong and contribute to organizational health, dynamism and pride of the employees (T. V. Rao, 1985). The oracular personalities namely T. V. Rao and Udai Pareek implemented the HRD technique in Larsen and Toubro in the year 1975 and it was the first company in the world to encapsulate the HRD department in letter and spirit. The cornucopia of practices that decant from HRD concepts are Performance Appraisal, Counseling, Mentoring, Coaching, Labor Welfare Practices, Organizational Culture Building, Career Development, Career Succession and Planning, etc. The globalized machinery has now set in motion the need to preponderate on the kernel of the organizational architecture, the ways clients interact with each other to gain synergy. The clients range from the shareholders who have stakes in the company and not necessarily be working to the employees who dedicate at least 8 hours per day to the company work processes to meet its ends and deadlines.

II. THE WESTERN DEFINITION OF HRD:

HRD is a process for developing and unleashing the potential of human expertise through organizational development for the purpose of improving performance (Swanson & Holton, 2001). This definition gives us an idea that the organization itself shall provide ample opportunities for the workers to escalate in their work processes, be more genial and magnanimous in approach, more conducive and receptive of employees demand and needs. A myriad of research in the field of Human Resource Management have laid the prescient for competence within the organizational framework. The millennium has made a clarion call to eschew from the archaic and reductionist approach of treating man as a rational economic entity and emphasize more on their psychological rubrics like trust, feeling, emotions, values, belief systems and all.

III. THE GLOBAL DEFINITION OF HRD:

HRD is any process or activity that either initially or in the long term has the potential to develop work based knowledge, expertise, productivity and satisfaction, whether for personal or group/team gain or for the benefit of an organization, community, nation or ultimately the whole of humanity (McLean & McLean, 2001). This definition is in a la mode of the global need for the gargantuan organizations that have transgressed their abilities and potentialities to extra terrestrial borders and with the mélange of heterogeneous repertoire of manpower—has laid averment to the fact that organizations have become more of knowledge centric. The workers have to be trained specifically and tailored to the needs of both the organization and the ultimate clientele bona fide. The key is by forming task teams which can be entrusted upon, work from the higher echelons of management shall be devolved with deadlines and work as a strategist for mission based programmes—suturing twin goals of personal objective fulfillment with that of the organizations. The whole firmament of organizational demeanor takes a new tinge in its kilter as now this definition encapsulates the essence of collective welfare of not only the workers but of the organization, society and shareholders in toto. But, the cardinal gyrate lays in the psychological well being of the employee so that he can be chuffed and display escalated dedication towards the organizational cause and ultimately work on a pro bono basis.

IV. THE COMPOSITE DEFINITION OF HRD

HRD is a process or a battery of processes of organized capability and competencies based on learning experiences undertaken by the employees within a specific period of time to bring out the individual and organizational performance, improvement and to enhance the national, economic, cultural and social growth (Lynham & Cunningham, 2004). The worker has to develop a set of skill sets that can't be emulated in any way possible in this era of strategized and globalized workforce. It's a known tenet that machines and materialistic endowments can be easily aped but what drives uniqueness, advocates differentiation with Unique Selling Position is the ability of an organization to retain its magnum opus Human Resources which can adapt and mitigate in this ephemeral and capricious milieu of entropy. This can only come by occupational genesis analysis where the best cream has to be extracted and those employees, who fail to get raffish in their skills set, must promptly be trained to acquire the aforesaid. The concatenated chain of events would entail political, administrative, social, political, economical, financial and cultural growth.

DEVELOPMENT	MAINTENANCE	CONTROL
Training, Learning and Development	Employee Counseling	HRD Audit
Career Planning and Development	Coaching and mentoring	Governance of Ethics
Performance and Potential Appraisal	Quality of Work Life	Psychological testing and behavioral vigilantism
Employee Empowerment	Existentialist Functioning, delegated authority	Checks and Balances, Report presentations and analysis

Figure 1: Authors adapted model of HRD Approach transpiring differentiated training from education and development postulated by Leonard Nadler

If the modernizations plans of the organization do come into veracity, the business executives could whip out their gizmos, find themselves chaperoned into squeaky cleaned and polished offices by adroitly turned out employees who are sensitized towards the organization plans, and this is what organizations shall strive for in order to gain better operational mileage.

V. METAMORPHOSIS PHASE OF HRD: SERENDIPITY ACCOMPLISHED

PERIOD	DEVELOPMENT STATUS	OUTLOOK	EMPHASIS	STATUS
1920-1930	Emerging and nascent	Pragmatism of the Capitalists, Reductionism and protectionism	Welfare Empire, Paternalistic Approach, Lese majesty	Max Weber's Steel Façade, Iron Law of the Land, Inorganic nature
1930-1960	Laying the terra firma, establishing	Legalistic, Technical Knowhow, Rules,	Introduction of new techniques, best way of doing a	Clerical, Administrative Bureaucratic cult,

		Regulations and Procedural formalities	specific task, operational efficacy	stiff hierarchy, Stern span of control and immutable scalar chain
1960-1980	Impressing with labyrinthine sophistication and variegated workforces	Professionalism, legalistic and Impersonal, blasé, nonchalant and stoicism prevailed	Regulatory, Conformation, Standard Operating Procedures (SOP's), institutionalism, do—result—document philosophy	Managerial
1980-1990	Promising	Philosophical, Radicalism, Socialism, Episodic and Fantasy based	Human Development and Productivity via people, rulers are ruled by the ruled	Executive
2000 onwards	Rationalization and formalization	Strategic and Change agent	Organizational performance	Strategic and intuition, Emotional Intelligence

Figure 2: Evolution of Indian HR Function (Source: Venkata Ratnam and Srivastava (1991), Budhwar (2009) and authors own additional to the tableaux)

The metamorphosis stage pulls the atavistic aboriginal practices of the bureaucratic cult dominated by workers effrontery misdemeanor whose work schedules and outputs were pro forma to a more employee oriented organization where workers are seen as agents of change rather than soldiers who have to be regimented, fed like cattle or flogged like a gallivanting horse. Logics, rationalism, positivism, deductive thoughts based on reasoned principles now dominate the future of organizations with an condign amount of normativeness.

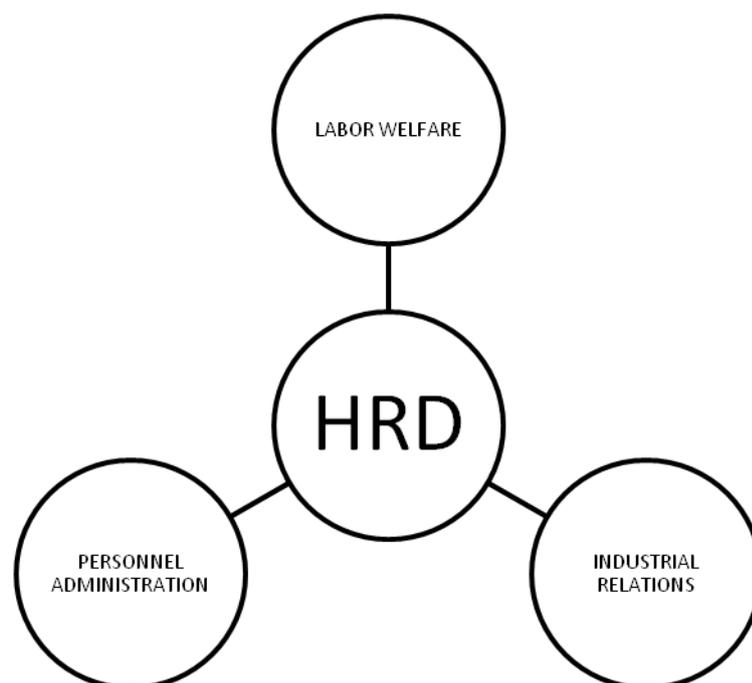


Figure 3: Triumvirate aspects of Indian HRD

The impediment in managing the Indian workers is due to multi-sectoral, multi-disciplinary nature of worker mix and segmentation hence may lead to sub unit goal internalization—setting in tone a precarious propaganda and leading to perdition. What is quintessential is to be nigh to utopia and find stasis is heterogeneity and immune to change.

V. INTERNATIONAL PRACTICES—WHAT HRD MEANS IN DIFFERENT CONTEXTS.

FRANCE	HRD is synonymous with development of social capital
GERMANY	Training Industry, Consultants, Personnel Specialists
NETHERLANDS	HRD is related to all training and development intervention that are made to create and further develop human expertise within the context of an organization
RUSSIA	HRD is associated with personnel staffing, selection and training—the focus being on managing the employee pool rather than helping individual employees to develop
United Kingdom	The key elements of HRD include activities and processes having an impact on the organizational and individual learning

TISCO (Tata Iron and Steel Company): THE INDIAN PARADIGM FOR CONSUMMATE HRD

Tata Steels is known to be the fountainhead of HRD, having established world class state of the art institution to impart labor legislation training in the Xavier’s Labor Research Institute at Jamshedpur, Jharkhand. Even before when labor laws for employee welfare were made statutory and mandatory, the TATA’s were already practicing those welfare practices for more than one and a half century then. And even today, some of its welfare practices contain some aspects which the industrialized nations are still to materialize. It would be pertinent to trace the genealogy of the HRD practices and welfare at TATAs.

LABOR WELFARE MEASURES	INTRODUCED BY TISCO	ENFORCED BY LAW	LEGAL MEASURES TAKEN
Eight hour working day	1912	1948	Factories Act
Free Medical Aid	1915	1948	Employee State Insurance Act
Establishment of a Welfare Department	1917	1948	Factories Act
Schooling Facilities for wards	1917	NA	NA
Formation of Works	1919	1947	Industrial Disputes Act

Committee for handling grievances			
Leave with Pay	1920	1948	Factories Act
Workers Provident Fund Scheme	1920	1952	Employees Provident Fund Act
Workmen's Accident Compensation Scheme	1920	1924	Workmen's compensation Act
Technical Institute for Training of Apprentices, Craftsmen and Engineering Graduates	1921	1961	Apprentices Act
Maternity Benefit	1928	1946	Maternity Benefit Act
Profit Sharing Bonus	1934	1965	Bonus Act
Retiring Gratuity	1937	1972	Payment of Gratuity Act
Ex-Gratia Payment-Road accident while coming to work or returning from work	1979	NA	NA

Figure 4: based upon the information provided on the Tata Group website, R. M. Lata (2004) The Creation of Wealth: The Tata's from the 19th to the 21st Century, Penguin Books India

*With such exemplary labor welfare measures in place, the TISCO has been able to gain the loyalty of its workers. In 1978, when the government of India had decided to nationalize TISCO, the employee unions approached the then Prime Minister of India Mr. Moraji Desai and dissuaded him from doing so

VI. MANAGERIAL SIGNIFICANCE

Knotty problems require bold nostrums and tinkering the edges of the system is simply not going to ameliorate the qualms of Human Resource Development machinery. The descriptive research paper is all effusive of the coping mechanisms which hyperbole the nitty-gritty of salubrious managerial practices to manage the future workforces in the Indian firmament. The state of the art best practices have been tailored by the Indian organizations, molded and contrived to the indigenous ways of doing things. The bloated bureaucratic worked wonders for the anglophilic gubernatorial to help it strengthen its grip over the Indian administration but still we see the mindset amongst most of the Public Sector Undertakings to stick with this rote and monotonous practice of hectoring. The paper has made a comparative analysis of the essence of Human Resource Development and there are ample opportunities for the academia and industry to imbibe from the ace practices in the Indian context. HRD department is just like a gardener which only shapes flower so that the hidden talents may come forward and the company can utilize them efficiently and effectively and it also helps to burgeon—it adds to the sinews of industrial strength.

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