

FUTURE CHALLENGES TO HUMAN RESOURCE DEVELOPMENT

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INTRODUCTION

Our country is facing various challenges. So we must keep special attention towards human resources and their energy be utilized for best economic, and technological management. The professionals in this area are yet in that impassion that how to look after economic growth, poverty issue and socialrevolution. But some limits are there to the socioeconomic role of themanagements that canact. Time issuitable that wemustunderstand the seriousness of the situation. The correlation between the world of thoughts and the world of action is not different. In the developing countries like India—having a outdatedagricultural background,the taskof managing business is more difficult. On the other hand the innovators ofManagement Economics did very muchto continuebelief in the possibilities of socioeconomicprogress. Mostlyinventive measures such as development in the outer economicconditions, effective policy programs, better mobilization and more effective utilizationof human resources are the current indicatorsto this direction.Organizations are facing many challenges while we are moving to this new century. The latest **ASTD** study mentioned following emerging trends that effecton HRD. These trends are shown in the following Figure1,1.

Figure 1.1 Emerging workplace trends:

- 1 Drastic time, drastic major: Uncertain economic condition force organization to reconsider how they can grow and be profitable.
- 2 Blurred line- life or Work? New organizational structure are changing the nature of work for employees and HRD professional.
- 3 Small world and shrinking: Global communication technology is changing the way the people connect and communicate.
- 4 New faces, new expectation: Diversity in work place continues to rise.
- 5 Work be nimble, work be quick: The accelerated pace of change require more adaptable employees and nimbler organization.
- 6 Security alert! Concerns about security and the ability government to provide protection have increased individual anxiety levels worldwide.
- 7 Life and work in the E-lane: Technology], especially the internet is transforming the way people work and live.
- 8 A higher ethical bar: Ethical lapses at the highest level in large organization have shaken employee's loyalty trust and sense of security.

Source: Colteryahn, K. and Davis, P. (2004) "eight trends you need to know" T and D, 58(1), 28- 36

As well as **Michael Hitt** and his friends have also mentioned the increasing globalization and the technological revolution are the big challenges for human resource development. They have suggested some actions to overcome these problems. These are improving employee skills, using technology effectively, improving new organizational structures as well as building cultures that promote learning and innovation. These methods have a great deal to do with this human resource development.² They have added two issues in the challenges which already exist in the field of HRD. These include I) increasing workforce diversity, II) competing in global economy, III) eliminating the skills gap, IV) meeting the need for lifelong individual learning, V) facilitating organizational learning, and VI) addressing ethical issues in an ineffective manner.

Our structural attitude is further sloping to irritation when we come in front of people from each and every layer of life. They display a tendency to avoid work. The present-day cut-throat competition race wants fast action. "Overall Transformation" is the need of the day, for each type of organization. This study highlights the future requirements in the human resources development area and also suggests some course of action to manage with some of the critical problems in this field.

HUMAN RESOURCE DEVELOPMENT

Rather than explaining the Human Resource Development concept it will be useful to explain the term "Management" because it will be a lot easier to know with the facts about the concept of "management". Numerous definitions of management are defined by various authors. **Frederick (1903)** the key person in the subject as it was defined as management as "knowing precisely what you want men to do and observed that they do it at their level best and with the lowest cost".

Most appropriate definition by **Griffin 1984**.³

According to his opinion "Management is the process of planning, organizing, leading and controlling an organization's human, financial, physical, and information resources to achieve organizational goals in an efficient and effective manner". As per this definition we can express the "manager is a person whose major activities are the part of the management process or in simple words we can say that who organizes, leads, plans, and also controls all these four factors. By this definition we can say that the concept of HRM can be considered as "the process of organizing, planning, leading, as well as controlling an organization's human resources for achieving organizational goals in an efficient manner".

The Institute of Personnel Management in England has published the following definition.⁴

"Personnel management is that part of management concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization the men and women who make up an enterprise and, having regard for the well-being of the individual and of working groups to enable them to make their best contribution to its success".⁵

In short, HRM relates to the HR planning, recruiting and selection, training, and development, planning for compensation system, as well as planning for performance appraisal systems, and satisfying the low level performing problems of employees. The HR manager is the one who is engaged in such type of activities.

The portion of HRM which is related with the development of HR is termed as “**Human Resource Development**” and also concerns with the teaching managers

And the professionals the skills are also necessary for both current and forthcoming jobs”.

The subject of HRD is not very new in fully developed nations, but unfortunately it is the utmost ignored area in the developing countries. Personnel at all levels needs training and constant improvement if their potential is to be used efficiently. Fast changing technology needs that employees must make use of their knowledge and skills required to manage with recent technologies.

Organizations are now realizing that performance of any business is depend upon the efficiency of their human resources. So the task of recruitment and selection of capable staff the first step in constructing an efficient work force. Now it is the proper time to identify the significance of human resources, as we will be the failures if we will not invest in human capital.

FORTHCOMING CHARACTERISTICS OF ORGANIZATIONS

Only as per “Logical assumptions, about future indicates that no organizations one can achieve the organizational goals Particular factors as generated by the values and motivations, specify some of the characteristics of organization for the future”.

THE CORPORATE SYSTEM

Now the days are gone administrators will develop the techniques to order the organizations towards the probable needs and solve the problems. Now modification is expected to take place in the corporate system, that is now activities-oriented instead of result-oriented. The sources of learning will encourage organizations to an entire system concept for the attainment of best gratifications.

OPERATIONAL SYSTEMS

The operational systems by means of various prime missions for individuals and the nation will be planned for the achievement of goals. The main systems will be for environmental values for production and supply of goods and services, for support services, for the education, and for observing. All the main systems will have prime mission, e.g., the mission of educational prime systems will be to develop the human competency by providing them equal opportunity to acquire the knowledge, skills and values with intent to operate the organization systems.

LEADERSHIP ROLE OF THE MANAGEMENT

In the next century management leadership role will move from a role of centralized decision making to decentralized decision making in order to achieve goals. Many of the individuals in the organizations will thus be able to satisfy from their contributions. “Management will be considered as an authority will flow from the most wanted results of a system rather than from the orders of one individual”. The image of that individual in the organization will be decided by his knowledge, skills and values.

THE MANAGEMENT SKILLS

A manager requires a number of special skills for his managerial success. Having these skills will be the only main factor in the selection of a manager of the coming century. These skills are as under.

Technical Skills:

Such skills are the skills needed to complete special activities. For example Doctors, Dentists Engineers, all have the technical skill necessary for their respective profession.

Interpersonal Skills:

Managers are also expected to have interpersonal skills. Managers spend maximum time interacting with persons both inside as well as outside the organization. These skills include leadership, communication, negotiation and motivational skills.

Conceptual skills:

Conceptual skills depends on the manager's ability to think in the abstract. Managers must have the mental capacity to understand various issues and their cause-and-effect relationships.

Diagnostic Skills:

Successful manager will be the one who will be able to diagnose a problem in the organization. A manager who can analyze and diagnose the situation, can also discover the solution for it.

Analytic Skills:

By analytic skills we a manager can understand the relationship of the key variables in a situation to resolve which one should receive the most attention.

In short successful managers are expected to have five basic skills, i.e., technical, conceptual, interpersonal, diagnostic as well as analytic. Though, the level of importance of these skills differ from the various management levels.

SOURCES OF MANAGEMENT SKILLS:

Survival of the organization depend upon the existence of "young" generation, The young generation now in universities and colleges will provide the leadership as young generation. The future of the organization belongs to the new group and organizations will be influenced by their proper motivation. The below mentioned are the influential forces for the next century:-

- 1) Management Education
- 2) Management Development

MANAGEMENT EDUCATION

In developed countries it is well-read that an investment in human capital show higher rate of profit as compared with investment in capital goods. The investment in human resources will also have the best results for improved level of economic growth and for social progress. **A great British Economist in late 19th Century Alfred Marshall** emphasized the importance of the human capital that "the most valuable of all capital is that invested in human beings". The developed nations are insisting on the investment of human capital. These nations have average literacy rate close to 80% on average, which is expected to reach 95% by the first quarter of the next century.

2) MANAGEMENT DEVELOPMENT

People now in jobs is the great human resource for developing country. These people have learned some skills and managerial ideas in their jobs but it is not enough for business success. So it is their employers responsibility that business management institution must be designed that will allow

them to upgrade themselves. Short and long term courses and seminars, conferences and workshops should be designed for these people.

CONCLUSION

At the end of the 20th century, we must be conscious about the investment in human capital will undoubtedly yield higher returns than in any other capital. To be effective, HRD professionals must possess a number of competencies and must be able to serve number in a number of roles. These roles will help the HRD professionals meet the challenges facing organizations in this new century. These challenges includes workforce diversity, compering in global economy, eliminating the skills gap, meeting the need for lifelong learning, becoming a learning organization and addressing ethical dilemmas.

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