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"Role of Human Resource Management in Sustainable Development"

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1. **BE ABLE TO ANALYSE THE IMPORTANCE OF WORKFORCE PLANNING AND EXPLAIN THE DIFFICULTIES:**

Human resource is the real asset of any business unit. Even though the factors of production are four men play an important role in the entire process of business. So, the real worth of the business is shown in balance sheet, only in pay role sheet. The strength of the firm lies in the composition of human resources. There is a proverb in English, that if a cat leads the group of tigers, those tigers act as cats. If a tiger leads the group of cats, those cats act as tigers. So, the business unit has to maintain good people in the organization particularly in team level, group level, departmental level etc., so as to get productivity. Productivity of the organization based on Efficiency and effective utilization of human resources.

Work force cannot be acquired in one day or one week. The objective of Human Resource functions of the organization to have a right person in the right place. To have right person in the right place, the organization should plan prior, which is famously known as Human Resource Planning (HRP). Once the organization established properly, it has to go for role clarity, job description, and job specification. Then it starts the process of planning, on the basis of its future expansion, diversification and production planning. So, as per the company's strategies the HR manager has to plan properly to have good HR.

Without proper workforce plan the firm may not achieve the objective of right person in the right place. Then, what is Human Resource Planning? It is simply have an idea or decide the number and type of the HR required for each job, unit and the company as a whole in order to carry out the activities of the organization.

HRP may be viewed as a forecasting of future human resource requirements of a company. Simply, one can say that it is a movement of the business unit from its current man power position to future man power requirements. HRP tries to fill the gap between existing availability of HR to future requirements of the HR.

1.1 **ANALYZE IN DETAIL THE RECRUITMENT REQUIREMENTS OF A MAJOR COMPANY INCLUDING LEGAL REQUIREMENTS OF THE EMPLOYER:**

Modern organizations are very complex in nature, so it is very difficult to understand. The entire world became a global hut due to emergence of Telecommunications and Information Technology. The world businesses are also working under the conditions of Liberalization, Privatization, and Globalization (LPG). Modern organizations are working under cut throat competition. For instance, Americans never prefer to eat Indian eggs, the reason is that those Indian eggs contain more cloistral than Indonesian eggs. So, in this LPG world, the business units cannot sustain without having any specialized competitive advantage.

The requirement for recruitment is based on the demand prevailed in the market. Sometimes the requirement for recruitment is also based on future strategies of the organization. Sometimes company may plan for expansion, diversification, or internationalization, downsizing, and standardization all these strategic decisions influence the requirements for recruitment. While coming to the legal requirements of recruitment, in India particularly in public sector Reservation system was existed as per constitution. So before planning for recruitment one should abide by the reservation rules of the recruitment. Sometimes the company has to give priority to "Sons of the soil". Here, the availability of human resources, and various sources of human resources are also influence the recruitment requirement.

1.2 **DEVELOP A PROGRAMME OF PROFESSIONAL DEVELOPMENT AND TRAINING FOR A LARGE ORGANISATION:**

The main aim of any Human Resource Management is to recruit the people, motivate the

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people and to retain the people. Once a human being enters into the organization he or she has to feel comfortable. Worldwide a research study was conducted by a scholar, the question is " in which organization you want to work? Many people responded to this question as "a firm in which there is scope for development and where the carrier growth is clear. The people also opinioned that they are ready to work where, their boss know their work.

Once the process of recruitment is over the person should be trained according the requirements of the organization. So, training and development is a programme in which the people can get back their skills, and where they can enhance their abilities.

Generally the training and development programmes aim at enhancement of positive attitude among the employees. They are trained to achievement of excellence. It also helps to motivate the employees along with self development. It provides a platform to promote open communication, productivity enhancement through quality and enhance of problem solving and creativity skills.

Manager is a key person in the entire process business so he should be equipped with updated information, he could not be a outdated one. To make the manager effective a proper training should be provided with the following objectives. Those are:

- To overhaul the management machinery
- To improve the performance of them
- To identify the people with high potential skills for higher positions,
- To reduce the stress among the employees.

How to develop a good development programme for a large organization so as to achieve the above said objectives. Here, the methodology based on the requirement for development, it is also different from time to time, place to place and organization to organization, there is no fixed methodology to adopt worldwide. There is on-the-job techniques, the following comes under this, those are coaching, job rotation, under study and multiple management. While coming to the off-the-job techniques, the case method, incident method, role playing, in basket method, business games, and sensitivity training.

2 BE ABLE TO EVALUATE THE SIGNIFICANCE OF EMPLOYEE MOTIVATION AND APPRAISAL PROGRAMMES IN A BUSINESS:

Under this sub heading let me explain first the importance of appraisal programmes. Once the employee joined in the organization, determination of compensation is major problem. But while fixing

compensation many legal and other aspects has to be taking into consideration. The performance appraisal plays an important role, on the basis of this performance appraisal only the training needs and training programmes will be decided.

After induction of an employee into his or her business, we expect much from the employees but the hundred percentage of work comes from the employee whenever he is fully motivated. What is motivation? Motivation is a process that starts with a physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentive. How to motivate an employee? Here I am providing some suggestions. Say, if you are a manager try to do these to motivate the employees. One compare a friendly atmosphere, be flexible, appreciate work of your subordinates, tell truth, give feedback, create an environment of open communication, possibility to the workers to participate in decision making.

2.1 EVALUATE THE HUMAN RELATIONS SCHOOL OF MANAGEMENT IN RELATION TO THE MOTIVATION OF STAFF:

First time in the entire studies on employee motivation, Prof. Mc Gregor proposed a theory of motivation on human relations. His theories are famous known as X and Y theories. The first theory 'X' is suspecting the employees and always treats them as pessimists. This theory describing the activeness of the management and it is also describing that they should be very responsible. Why because management is investing lots of money the business unit so they should take care of everything. As per this theory workers are not initiators, they hesitate to work. Whereas contrary to this 'Y' theory is saying that all workers are self motivated, and they like to do work with full efficiency. They also love work, and they are initiators, they are responsible towards the organization, they are very loyal to the organization. Here the important one is that, Mc Gregor has taken into consideration the psychological factor in the theory of motivation.

2.2 DEVELOP A PROGRAMME OF MOTIVATIONAL FACTORS FOR A SMALL TO MEDIUM SIZED BUSINESS:

Whether the firm may be a medium sized or large, full pledged contribution of the employee is essential to survive in the competitive market. So companies try hard to motivate the employees with the intention to retain them for long in the organization as a motivated and positive employee. The process of motivation starts with the identification of needs of the employee. Once the needs are identified and satisfied, then he or she will get motivation.

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Some people expect power, some people expect achievement motivation, some people expect monetary benefits, so the firm has to satisfy the employee in totality not in parts, then we can reap hundred percentage results. The process of motivation should start from the efficient manager, and it should end with the identification of the needs of the employees. A good motivating programme always aims at objective of the motivation process. The motivator can adopt any technique to motivate the employee.

3. KNOW THE DIFFERENT 'SCHOOLS' OF MANAGEMENT THOUGHT THAT HAVE BEEN DEVELOPED OVER THE LAST CENTURY:

The organized body of knowledge was developed from 19th century onwards. One can divide the entire concept of approaches to management as

1. Traditional approaches to management.
2. Behavioral approaches to management.
3. Modern approaches to management. Again one can subdivide the modern approaches as:

a. Quantitative approach to management.
b. Systems approaches to management
c. Contingency approaches to management which is also so know as situation approach.
d. Operational approach.

3.1 COMPARE AND CONTRAST THE CLASSICAL AND SCIENTIFIC SCHOOLS OF MANAGEMENT DEVELOPED DURING THE 20TH CENTURY:

The classical approach is also known as management process approach. The main features of these approaches are as follows:

1. Management is view as a systematic network of interrelated personalities.
2. it is based on the experience of the managers, these experts generated some principles which are later practiced as management functions.
3. Management functions are unique in nature one can apply any where.
4. They strongly believe that management skills come through only hard practice.
5. Most of the times they gave priority for formal organization and they emphasized the importance of economic efficiency.

The classical approach was developed through three main streams viz., Scientific Management, Administrative theory and Bureaucracy. Scientific management was developed by engineers and technicians like F.W. Taylor, Harrington, Emerson etc., they viewed management from technical point. On the other hand Administrative theory was developed by Management practitioners and thinkers viz., Henry Fayol, Lyndall Urwick, whose focus is mainly on management principles. Lastly Bureaucracy theory was developed by Max Weber, whose focus is on Machine model of organization.

3.2 EVALUATE THE RELEVANCE OF MASLOW' THEORY IN TODAY'S WORK FORCE:

Yes, Abraham Maslow's theory of motivation is true and one can also apply this theory to current work force. Need is the mother for invention. It is a famous English proverb, but all human being also think around their needs and they act according to their needs. Initially they give preference for physiological needs, without satisfying these needs they may not think of any other needs, and one can say these are essential for human being. Next people move to social and security needs, they expect job security, economic security, and security after retirement. Later they move to social needs, prestige, social recognition, and these two plays in this list of needs. Once they get considerable amount of experience people go for prestige, statue and self confidence. At last people reach the level of self-actualization needs. In this case we can take two people from India who reached this stage one is Mahatma Gandhi and Second one is Mother Therisa. These two people have no properties, they have service in mind, and they don't want any physical properties on the earth. The people who came to this stage are self motivated and self starters.

4. UNDERSTAND THE PROBLMES OF INTRODUCTING AND IMPLEMENTING CHANGE IN TODAY'S WORKFORCE:

Before enter into the details of this sub-heading let me explain the concept of organizational change. Change is inevitable, as we said modern organizations are working with three Cs – Customer, Competition and Change. As long the market is changing the business unit has to change according to the expectations of the external environment. People always hesitate to change, so the biggest problem to the organizations is how to implement the change in the organization. People also give importance for standardization, routine work, and fixed form in management principles. But the organization has to search for varies method to implement the concept of change in the organization. While coming to the meaning of the word 'change', change means replacing the existing methods, principles, rules and regulations according to new strategies of the organization.

4.1 EVALUATE THE AUTOCRATIC AND DEMOCRATIC WAYS OF IMPLEMENTING CHANGE WITHIN AN ORGANISATION:

Business Resource Engineering means rethink and redesign. It means the modern organization should always think of new methods so as to compete with worldwide revivals. Here the problem is how to implement the change in the organization. There are two ways to implement the

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change in the organization one is autocratic and second one is democratic. Autocratic way of implanting change consists of decentralization, one way communication particularly downward communication. They never hear from subordinates, they take decision and try to implement it by force. One the other hand democratic way of change management is contrary to the above said autocratic. They always implement change as per process, first they understand the existing system; identify where to change, how to change, by whom to change, when to change. They always take into consideration the opinions of all subordinates while implementing change. They also prepare people from the beginning by explain the benefits that are going to be derived from the package of change. They people may be easily convenience and try to understand the need for change. So, democratic method of change is essential for successful change management.

4.2 PROPOSE WAYS IN WHICH MANAGEMENT STYLES ARE LINKED TO MOTIVATIONAL PROGRAMMES:

Why not, the style of management always influences the programmes of motivation. Before discuss the complete evaluation of this topic we see what are the prominent styles of management. Management style may be autocratic, democratic and socialistic way. First the autocratic way of management style tries to motivate the employee by monetary benefits. They also try to lure the employees by giving warnings too. Sometimes the autocratic leaders try to give punishment. They try to motivate without offering anything to the employees. While coming to the democratic the motivation process starts from the subordinates not from superior. They understand first subordinates then start to motivate them. Last, but not least socialistic way of motivation is almost based on Management by Understanding. Group cohesiveness, coordination, integration, and co-operation among the team members play an important role. Trust among the team members is a driving force in motivational programmes.

CONCLUSION:

So the organization has to plan to have right person in the right place, so as to achieve the objectives of the organization. Once the employee is recruited, he should be provided good training and he should be motivated in total so as to become as an asset of the organization. Style of management, team work, leadership style all these play an important role in implementing anything in the organization.

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