



HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM: A CONCEPTUAL STUDY

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Abstract: *With increasing globalization of economy, marketplace has become increasingly complex, highly uncertain, competitive and transformational. Today, doing business is like a war. What makes the ultimate difference is whether an organization is able to develop and establish competitive differentiator or not. Everything, including capital, technology, product design, and service deliverability can be copied by the competitors, except the talented people. Nobody can emulate a highly competent, charged/ motivated and committed workforce. Such talented people can provide an organization a sustained competitive advantage. However, managing people by any means is not easy.*

Keywords: *competitors, talented people, competitive advantage*

INTRODUCTION

It requires organizations to adopt proactive development programmes towards the attainment of corporate objectives by nurturing a development-oriented culture. Contemporary organizations have to create and sustain shared values and then it should be carefully interwoven with the business strategy of organizations. This simply implies the crucial role of human resource development plays in an organization. In global business scenario, it is not enough to say that people are the strategic assets of an organization, but to believe that people are the greatest assets of customers of an organization. People are not just knowledge workers, but free agents, capable of bringing enormous value to an organization. And they know it. Human resources are the lifeblood of an innovative enterprise. Thus, human resource development is vital to achieving organizational excellence i.e. excellence in people, process and performance.

The word Human Resource Development can be broken up as under:

Human Resource Development = 'Human Resource' + 'Development'

'Human Resource' refers to the talents and energies of people who are available to an organization as potential contributors to the creation and realization of the organization's mission, vision, values and goals.



'Development' refers to a process of active learning from experience, leading to systematic and purposeful development of the whole person: body, mind and spirit. Development combines the concepts of development (change and growth) and training (learning specific skills).

Thus, Human Resource Development is the integrated use of training, organizational development and career development efforts to improve individual, team and organizational effectiveness.

"Human Resource Development is the process of increasing the capacity of the human resource through development. It is thus a process of adding value to individuals, teams or an organization as a human system."(The American Society for Training and Development)

"Human Resource Development is organized learning experiences provided by employers within a specified time to bring about the possibility of performance or personal growth." (Giley and Egglund, 1989)

"Human Resource Development (HRD) is a series of organized activities, conducted within a specified time and designed to produce behavioural change"- Leonard Nadler (Concept Coiner)

"Human Resource Development is fostering long term; work related learning capacity at individual, group and organizational level."(Watkins, 1989)

Theoretical Foundations of Human Resource Development

The field of Human Resource Development in the organizational context has been borrowed from other disciplines such as economic theory, psychological theory and systems theory. The central argument is that Human Resource Development must continue to mature as a discipline and that the recognition and integration of economic, psychological and systems theories serve as the unique theoretical foundation of Human Resource Development. The relevance of these theories lies in improving practice of Human Resource Development.

The three foundations of human resource development have been discussed below:

1. Economic Foundation of Human Resource Development

Since economics as a theoretical foundation of Human Resource Development has considerable influence on research and practice of Human Resource Development, therefore this part has been described elaborately.



Business is a necessary and inevitable economic activity. Business has always existed since the dawn of human civilization in one or other form. In order to do business, some formalized form as a means of carrying out business is made. In the earlier period, it was carried out on an individual basis, but gradually with time it took more formal and organized structure and it then came to be known as 'Organisation'. Organisation is an organic entity in which people could co-operate, aimed at realizing objectives individual and collective. Business through organization is carried out primarily for achieving economic objectives of the organisation.

Economics involves the study of societal and global affairs concerning resource allocation. It studies how economic agents choose to use their scarce resources because scarcity necessitates choice. Economic theory involves building models of behavior. Economic theory should be able to predict what a utility or profit maximizing economic agent will do.

Economic theory contains concepts of efficiency, which can help establish criteria for ensuring maximum societal well-being. The development and growth of people at work is, and always be, a necessary and vital part of successful economic and productive activity. Thus, economics is the study of Human Resource Behaviour. Human dimensions relate to human capital of the organization on one hand and can be explained by the Human Capital theory whereas Behaviour dimension on the other hand pertains to Organisation Behaviour, which can be explained by Organisation Theory. Human Capital theory is an economic theory that addresses the macroeconomics of production and economic success of any organization.

2. Psychological Foundation of Human Resource Development

In organizational context, psychology is concerned with individual behavior in work situations. Creation of work environments compatible with human skills, talents, and limitations is essential for organizational efficiency and effectiveness in a complex, competitive and global business scenario. The application of psychological tools to solve problems of people working in organizations facilitates their integration and results in improved performance. Psychology essentially entails:

- 1) Leadership;
- 2) Motivation;
- 3) Job Satisfaction;



- 4) Conflict Management;
- 5) Group Processes.

Psychology theory operates at the individual, Group and organizational level. It describes and explains as to how the behaviours and mental processes of humans affect technologies, processes, internal subsystems and organizational mission and objectives.

Organizations in order to stay competitive and profitable have to continuously emphasize:

- 1) Organizational renewal;
- 2) Initiate and manage culture change;
- 3) Ensure health and well being of employees;
- 4) Facilitate learning and development of employees;
- 5) Improve problem-solving skills;
- 6) Increase effectiveness
- 7) Support adaptation of employees to change.

Understanding of psychological perspective is critical to the performance of an organization because it brings key skills and perspectives that effectively facilitate change in culture and shifts in strategy to address the complex challenges and risks facing organizations.

3. Systems Foundation of Human Resource Development

Systems Theory is the trans-disciplinary study of the abstract organisation of the phenomena, independent of their substance, type or spatial or temporal scale of existence. Systems theory (or general systems theory or systemic) is an interdisciplinary field, which studies systems as a whole. Systems theory was founded by Ludwig von Bertalanffy, William Ross Ashby and others between the 1940s and the 1970s on principles from physics, biology and engineering and later grew into numerous fields including philosophy, sociology, organizational theory, management and economics among others. It sees the world in terms of 'systems', where each system is a 'whole' that is more than the sum of its parts, but also itself a 'part' of larger system.

Systems theory emphasizes that real systems are open to and interact with, their environments and they can acquire qualitatively new properties through emergence, resulting in continual evolution. Systems concepts include: system-environment boundary, input, output, process, state, hierarchy, goal-directedness and information.



OBJECTIVES OF HUMAN RESOURCE DEVELOPMENT

The prime objective of human resource development is to facilitate an organizational environment wherein people come first and everything else comes next. The major objectives of HRD as follows:

1) Equity

Recognizing human beings as strategic asset, organizations have to create environment of respect, trust and sense of belongingness. HRD seeks to develop all employees irrespective of caste, colour, creed, religion, language, race, culture etc.

2) Employability

In today's highly competitive business scenario, employment has lost its true significance given high retrenchment, layoffs, voluntary retirement schemes, etc. and paved the way for employability as flexible employment is increasingly. Employability means the ability, skills and competencies of an individual employee to seek gainful employment anywhere.

3) Adaptability/ Competitiveness

HRD facilitates the adaptability of employees to organizational change, which takes place on continuous basis. Therefore, continuous training devoted to development of the professional skills of employees and the re-adaptation of the professional skills of the employees assumes crucial importance for HRD. This will result in both increased employees satisfaction and improved organizational decision-making.

4) Facilitating Organisational Effectiveness

To ensure that adequate number of persons with ability, and experience both in generalist and specialist domains are available at different operative, supervisory and managerial levels in order to facilitate organizational effectiveness. Inspiring diversity in the work force helps in promoting an environment conducive to human resource development.

5) Enhancing Quality and Productivity

To evolve the human resource development system so that the employees are provided equitable opportunities to move up in the organization on the basis of their performance and ability so as to enhance quality and productivity. Organizations



should ensure that responsibility for results is provided right from the lower level so that employees can develop a sense of independence and self-confidence.

6) Promoting Individual Growth and Development

The employees' confidence in the HRD policies and practices must be reposed. The policy should not only be fair and just but also to be perceived as fair and just so as to promote individual growth and development.

7) Integrating People into Business

Jobs should be enlarged and enriched so that they are performed in a manner that nurtures team work providing opportunity for learning new and varied skills thus, making the work more satisfying and meaningful. This will ensure integration of human resources into business strategy.

Those employees who show special aptitude for different skills are carefully provided appropriate training and learning experiences so as to generate a larger pool of talents supported and nurtured by HRD interventions.

CONCLUSION

Human Resource Development is a process in which the employees of an organization are continuously helped in a planned way to acquire their capabilities required to perform various functions associated with their present and future expected roles. They develop their general enabling capabilities as individuals so that they are able to discover and exploit their own inner potential for their own and/ or organizational development purposes and develop an organizational culture where teamwork and collaboration among different subunits are strong and contribute to the organizational health and pride of employees.

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