

Human Resource is considered as the most important and essential part of any organization. Human Resource Management is a process of bringing people and organization together so that the goals of each are met. It is that part of the management process which is considered with the management if human resource is an organization. It tries to secure the best from people by winning their whole hearted co-operation. In short, it may be defined as the art of procuring, developing and maintaining competent work force to achieve the goals of an organization in an efficient and effective manner.

The human element is the most important factor production in which the success of every business enterprise depends. The dealing concerned with the human element is the responsibility of the Human Resource (Personnel) Department.

Thus in the project report I tries to find out that what is the impact of the human element on the establishment of Indian industries. Moreover it is also been tries to carried out that how does the HRD climate plays its role in the establishment and further working of any Indian industry. The research is carried out by way of questionnaire so that more enhanced and appropriate data can be collected and refined data can be extracted from it in order to maintain its purity as well as to carry out the in depth knowledge of the topic.

It is also been considered that the more significant issues can be extracted from the research work as well as it help as a base for the research works to be carried out in future form of business.

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In any organization the Personnel (HR) and General Administration department are more or less merged together. These are headed by Administrative Officer and Personnel Officer who reports to Director (O & A).

Personnel Administration department performs the following tasks round the year:-

1. Recruitment and Selection.
2. Training and Development.
3. Grievance Handling.
4. Motivation.
5. Promotions and Transfer.

PERSONNEL DEPARTMENT

As it has been mention earlier, this area is handled by personnel department.

Recruitment and selection of employees for the managerial post is done generally by giving advertisement in the National Newspapers. Directly addressed applications are also entertained at times. No campus interviews are conducted for executive positions. There is no criterion for conducting psychological test or written test before personal interview.

RECRUITMENT AND SELECTION

Recruitment of workers is done by application through employment exchange or directly as and when need arises. Mostly the direct recruitment method is employed.

Selection is done by proper screening of aspirants by the interview board. On the basis of the candidate's educational qualification, personality, etc. each member of the interview board rates him on the prescribed "Rating Form" and a common opinion is framed and sent to the Director's office for approval. Final appointment is done by the Director.

After final approval, personal department issues the appointment letters to successful candidates.

TRAINING AND DEVELOPMENT

Any organization does not have any specialized training department which can provide training in various fields to the employees. The management mostly provides "on the job" training to the workers. Seminars are also organised periodically.

As far as executive development is concerned not many seminars are held in the campus. They have been given opportunities to go out and attend seminars and other development programmes.

GRIEVANCE HANDLING

It is an established fact that there is hardly a company or an industrial concern which functions absolutely at all times. Employees have grievances against employers and vice-versa. So every establishment requires a grievance handling policy and a proper procedure to be followed in case grievance is lodged. Grievances are feelings, sometimes real, sometimes imagined, which an employee may have in regard to his employment situation. Whenever there is any discontent among employees it is bound to result in turmoil which may adversely affect the interest of the management and ultimately lead to inefficiency of workers and low productivity.

An organization has a very efficient system of grievance handling as any body is free to walk into any manager's room and discuss and sort out his problems with the concerned person.

They believe in the policy of "NIP in the BUD" and not let any grievance grow out of proportion. They have meetings with workers union leaders every two years and have discussions about the appropriateness of wages and other problems regarding supervision advancement, working conditions etc.

As such there exist no grievance redressal machinery but the grievance handling procedure followed goes something like this: the grievance is first lodged with the supervisor and if he is unable to help out, the manager concerned is then approached. If the manager is also unable to satisfy the grieving party the aggrieved takes the help of

union leaders to reach to personnel officer. Because of the company policy grievance in a firm and generally do not proceed beyond the personnel officer level. In the past, have had two strikes where only in one of them arbitration was required from outside.

MOTIVATION

There is no formal system of motivation in any organization. But it can be said that the closest theory being followed is the “Carrot and Stick”. Under this approach it is assumed that the employees are offered rewards or shown the fear of punishment to motivate them.

The reward system in a firm can be more of non financial nature than financial one. Annual functions are held where employees are praised and awarded certificates and on certain occasions monetary awards are also attached to them. The punishment is in form of fines, bad reports or scolding by the senior supervisor or manager as may be the case. In extreme cases only suspension as a form of punishment or resorted etc.

PROMOTIONS AND TRANSFER

The criteria for granting promotions and transfer to the employees are used on seniority, performance and merit. In some cases seniority automatically implies that the person shall be granted a promotion, where as in certain cases the promotion is granted to a person who is more meritorious and whose performance has been exemplary even though he is not a senior. The decision ultimately has with the senior most person concerned or Director Operation.

Scope of Human Resource Development Climate

Motivator role of Manager and Supervisor: - To prepare Human Resource Development Climate, Manager and Supervisor's responsibilities are more or we can say that they are the key players. Manager and Supervisors have to help the employees to develop the competencies in the employees. To help the employees at lower level they need to updated properly and they need to share their expertise and experience with employees.

Faith upon employees: - In the process of developing HRD Climate employer should have faith on its employee's capabilities. Means whatever amount is invested that should be based on development of employees. Top management should trust the employees that after making huge effort to develop employees, employees will work for the well being of organization and for human being also.

Free expression of Feelings : - Whatever Top management feels about employees they have to express to employees and whatever employees think about top management it must be express in other words we can say that there should not be anything hidden while communication process. Clear communication process will help to establish the HRD Climate.

Feedback: - Feedback should be taken regularly to know the drawbacks in system. This will help to gain confidence in employees mind. Employee will trust on management and

he can express his opinion freely which is very good for HRD Climate. Feedback will help to remove the weakness.

Helpful nature of employees: - Whenever we talk about 100% effort then we have to talk about employee's effort too. Nature of employees should be helping for management and for its colleagues. They should be always ready to help to customers too.

Supportive personnel management: - Personnel policies of organization should motivate employees to contribute more from their part. Top management's philosophy should be clear towards Human Resource and its well being to encourage the employees.

Encouraging and risk taking experimentation: - Employees should be motivated by giving them authority to take decision. This concept is risky but gradually it will bring expertise in employees to handle similar situation in future. It will help to develop confidence in employees mind. Organization can utilize and develop employees more by assigning risky task.

Discouraging stereotypes and favoritism: - Management need to avoid those practices which lead to favoritism. Management and Managers need to give equal importance. Those people who are performing good they need to appreciate and those who are not performing well they need to be guided. Any kind of partial behavior should be avoided.

Team Spirit: - There must be feeling of belongingness among the employees, and also willingness to work as a team.

Importance of Human Resource Development Climate

The importance of HRD Climate in an organization is as under:-

1. Environmental factors of HR are prime influencing elements of change in HR strategy.
2. It gives HR professionals time to anticipate opportunities in HR area and time to plan optional responses to these opportunities.
3. It helps HR professionals to develop an early warning system to prevent threats emerging out from HR scenario, or to develop strategies, which can turn a threat.
4. It forms a basis of aligning the organization strengths to the changes in the environment.
5. It enables the entry of the latest national/international HR developments.

HRD Climate

Introduction: - If we need to find a way to develop employees in order to become effective contributors to the goals of an organization, we need to have a clear view of what an effective contribution would look like. The use of personal capacities can be very helpful in describing the way in which an effective employee should operate and behave, but there can be no general prescription of an effective employee. Effectiveness will differ with organizational context, and on whose perspective we are adopting. The matter of what, finally, makes an effective employee is a combination of personality, natural

capabilities, developed skills, experience and learning. The process of enhancing an employee's present and future effectiveness is called development.

Meaning of HR+D+Climate

HR means employees in organization, who work to increase the profit for organization.

Development, it is acquisition of capabilities that are needed to do the present job, or the future expected job.

After analyzing Human Resource and Development we can simply stated that, HRD is the process of helping people to acquire competencies.

Climate, this is an overall feeling that is conveyed by the physical layout, the way employees interact and the way members of the organization conduct themselves with outsiders. (It is provided by an organization.)

“Organizational climate is a set of characteristics of an organization which are referred in the descriptions employees make of the policies, practices and conditions which exist in the working environment”.

Abraham

An organization became dynamic and growth oriented if their people are dynamic and pro-active. Through proper selection of people and by nurturing their dynamism and other competencies an organization can make their people dynamic and pro-active. To survive it is very essential for an organization to adopt the change in the environment and

also continuously prepare their employees to meet the challenges; this will have a positive impact on the organization.

Components of HRD Climate :-

The organizational climate consists of:-

1. Organizational Structure-

An organization's structure is actually a 'snapshot' of a work process, frozen in time so that it can be viewed. The structure enables the people's energy to be focused towards process achievement and goal achievement. Employee must have a clear definition of not only the work structure but also the role used to organize the work. If the structure and the role is not clear, people will not know what the work process is, who is responsible for what, whom to go for help and decision, and who can Assist in solving problems that may arise.

2. Organizational Culture-

Organizational culture is the pattern of beliefs, knowledge, attitudes, and customs that exists within an organization. Organizational culture may result in part from senior management beliefs or from the beliefs of employees. Organizational culture can be supportive or unsupportive, positive or negative. It can affect the ability or willingness of employees to adapt or perform well within the organization.

The most effective work culture is one that supports the organizations HR strategies by aligning behaviors, processes and methods with the desired results. It is not just achieving

results but the methods through which they are achieved that are critical to long-term success.

Before any HR strategy is designed there must be a clear understanding of the organization, its current values, its structure, its people as well as its goals and vision for the future.

3.HR Processes-

The HR system of an organization should be comprehensive enough to take care of employees from the time they join till the time they leave HR. Their demands must not be ignored, but a feeling of belongingness be created. Process should be very clear and impartial, so that employee's faith in organization. From recruitment to retirement whole process should be according to employee's expectation and ability of employer.

Importance of looking at the organization climate are:

Looking at the organizational climate, which means taking a closer look at what is happening in and around in the HR scenario of the various organization. It is essential to work on because directly or indirectly this environment affects the organization and the employee.

Measuring HRD Climate

1. Economic condition –

An organization's economic condition influences its culture in several ways. The more prosperous an organization is the more it can afford to spend on research and the more it can afford to risk and be adventurous.

2. Leadership Style: -

An organization leadership style plays a profound role in determining several aspects of its culture. An authoritarian style may make the organization's culture characterized by high position structure, low individual autonomy, low reward orientation, low warmth and support and so on, or it may be opposite, like goal directed leadership.

3. Managerial assumption about human nature: -

Every act on the part of the management that involves human beings is predicated upon assumptions, generalizations and hypotheses relating to human behavior. There are two theories of behavior (Theory X and Theory Y).

4. Managerial values and ethos: -

The feeling of managers about norms and values what is good and what is poor as management practice. There are few dimensions on which it can be checked. They are – self-awareness, risk-taking, participation, bureaucracy, equity, employee's security and growth.

5. Organization size: -

A small organizations there are few levels of management; these are generally more amenable to democratic and participative functioning than big organizations. More open

communication system in small organizations. Hence these organizations have a different type of climate than what are in big organizations.

6. Human resources

Human resources is a term with which many organizations describe the combination of traditionally administrative personnel functions with performance, Employee Relations and resource planning. The field draws upon concepts developed in Industrial/Organizational Psychology. Human resources has at least two related interpretations depending on context. The original usage derives from political economy and economics, where it was traditionally called labor, one of four factors of production. The more common usage within corporations and businesses refers to the individuals within the firm, and to the portion of the firm's organization that deals with hiring, firing, training, and other personnel issues. This article addresses both definitions. The objective of human resources is to maximize the return on investment from the organization's human capital and minimize financial risk. It is the responsibility of human resource managers to conduct these activities in an effective, legal, fair, and consistent manner.

Human resource management serves these key functions:

1. Selection
2. Training and Development
3. Performance Evaluation and Management
4. Promotions
5. Redundancy
6. Industrial and Employee Relations

7. Record keeping of all personal data.
8. Compensation, pensions, bonuses etc in liaison with Payroll
9. Confidential advice to internal 'customers' in relation to problems at work
10. Career development

HUMAN RESOURCES

Modern analysis emphasizes that human beings are not "commodities" or "resources", but are creative and social beings in a productive enterprise. The 2000 revision of ISO 9001 in contrast requires to identify the processes, their sequence and interaction, and to define and communicate responsibilities and authorities. In general, heavily unionized nations such as France and Germany have adopted and encouraged such job descriptions especially within trade unions. One view of this trend is that a strong social consensus on political economy and a good social welfare system facilitates labor mobility and tends to make the entire economy more productive, as labor can move from one enterprise to another with little controversy or difficulty in adapting.

An important controversy regarding labor mobility illustrates the broader philosophical issue with usage of the phrase "human resources": governments of developing nations often regard developed nations that encourage immigration or "guest workers" as appropriating human capital that is rightfully part of the developing nation and required to further its growth as a civilization. They argue that this appropriation is similar to colonial commodity fiat wherein a colonizing European power would define an arbitrary price for natural resources, extracting which diminished national natural capital.

The debate regarding "human resources" versus human capital thus in many ways echoes the debate regarding natural resources versus natural capital. Over time the United Nations have come to more generally support the developing nations' point of view, and have requested significant offsetting "foreign aid" contributions so that a developing nation losing human capital does not lose the capacity to continue to train new people in trades, professions, and the arts.

An extreme version of this view is that historical inequities such as African slavery must be compensated by current developed nations, which benefited from stolen "human resources" as they were developing. This is an extremely controversial view, but it echoes the general theme of converting human capital to "human resources" and thus greatly diminishing its value to the host society, i.e. "Africa", as it is put to narrow imitative use as "labor" in the using society. In a series of reports of the UN Secretary-General to the General Assembly over the last decade [e.g. A/56/162 (2001)], a broad inter sectoral approach to developing human resourcefulness has been outlined as a priority for socio-economic development and particularly anti-poverty strategies. This calls for strategic and integrated public policies, for example in education, health, and employment sectors that promote occupational skills, knowledge and performance enhancement.

In the very narrow context of corporate "human resources", there is a contrasting pull to reflect and require workplace diversity that echoes the diversity of a global customer base. Foreign language and culture skills, ingenuity, humor, and careful listening, are examples of traits that such programs typically require. It would appear that these evidence a general shift to the human capital point of view, and an acknowledgment that

human beings do contribute much more to a productive enterprise than "work": they bring their character, their ethics, their creativity, their social connections, and in some cases even their pets and children, and alter the character of a workplace. The term corporate culture is used to characterize such processes. The traditional but extremely narrow context of hiring, firing, and job description is considered a 20th century anachronism. Most corporate organizations that compete in the modern global economy have adopted a view of human capital that mirrors the modern consensus as above. Some of these, in turn, deprecate the term "human resources" as useless.

In general the abstractions of macro-economics treat it this way - as it characterizes no mechanisms to represent choice or ingenuity. So one interpretation is that "firm-specific human capital" as defined in macro-economics is the modern and correct definition of "human resources" - and that this is inadequate to represent the contributions of "human resources" in any modern theory of political economy.

HUMAN RESOURCE DEVELOPMENT

In terms of recruitment and selection it is important to consider carrying out a thorough job analysis to determine the level of skills/technical abilities, competencies, flexibility of the employee required etc. At this point it is important to consider both the internal and external factors that can have an effect on the recruitment of employees. The external factors are those out-with the powers of the organization and include issues such as current and future trends of the labor market e.g. skills, education level, government investment into industries etc. On the other hand internal influences are easier to control, predict and monitor, for example management styles or even the organizational culture. In

order to know the business environment in which any organization operates, three major trends should be considered:

Demographics -: The characteristics of a population/workforce, for example, age, gender or social class. This type of trend may have an effect in relation to pension offerings, insurance packages etc.

Diversity-: The variation within the population/workplace. Changes in society now mean that a larger proportion of organizations are made up of “baby-boomers” or older employees in comparison to thirty years ago. Traditional advocates of "workplace diversity" simply advocate an employee base that is a mirror reflection of the make-up of society insofar as race, gender, sexual orientation, etc.

Skills and qualifications – as industries move from manual to more managerial professions so does the need for more highly skilled graduates. If the market is "tight" (i.e. not enough staff for the jobs), employers will have to compete for employees by offering financial rewards, community investment, etc.

In regard to how individuals respond to the changes in a labour market the following should be understood:

Geographical spread – how far is the job from the individual? The distance to travel to work should be in line with the pay offered by the organization and the transportation and infrastructure of the area will also be an influencing factor in deciding who will apply for a post.

Occupational structure – the norms and values of the different careers within an organization. Mahoney 1989 developed 3 different types of occupational structure namely craft (loyalty to the profession), organization career (promotion through the firm) and unstructured (lower/unskilled workers who work when needed).

Generational difference –different age categories of employees have certain characteristics, for example their behavior and their expectations of the organization.

While recruitment methods are wide and varied, it is important that the job is described correctly and that any personal specifications are stated. Job recruitment methods can be through job centers, employment agencies/consultants, headhunting, and local/national newspapers. It is important that the correct media is chosen to ensure an appropriate response to the advertised post.

Human Resources Development is a framework for the expansion of human capital within an organization. Human Resources Development is a combination of Training and Education that ensures the continual improvement and growth of both the individual and the organization. Adam Smith states,” The capacities of individuals depended on their access to education”. Kelly D, 2001 Human Resources Development is the medium that drives the process between training and learning. Human Resources Development is not a defined object, but a series of organized processes, “with a specific learning objective” (Nadler,1984) Human Resources Development is the structure that allows for individual development, potentially satisfying the organization’s goals. The development of the individual will benefit both the individual and the organization. The Human Resources

Development framework views employees, as an asset to the enterprise whose value will be enhanced by development, “Its primary focus is on growth and employee development...it emphasizes developing individual potential and skills” (Elwood, olton and Trott 1996) Human Resources Development can be in-room group training, tertiary or vocational courses or mentoring and coaching by senior employees with the aim for a desired outcome that will develop the individual’s performance. A successful Human Resources Development program will prepare the individual to undertake a higher level of work, “organized learning over a given period of time, to provide the possibility of performance change” (Nadler 1984). Human Resources Development is the framework that focuses on the organizations competencies at the first stage, training, and then developing the employee, through education, to satisfy the organizations long-term needs and the individuals’ career goals and employee value to their present and future employers. Human Resources Development can be defined simply as developing the most important section of any business its human resource by, “attaining or upgrading the skills and attitudes of employees at all levels in order to maximize the effectiveness of the enterprise” (Kelly 2001)^[4]. The people within an organization are its human resource. Human Resources Development from a business perspective is not entirely focused on the individual’s growth and development, “development occurs to enhance the organization's value, not solely for individual improvement. Individual education and development is a tool and a means to an end, not the end goal itself”. (Elwood F. Holton II, James W. Trott Jr).

Modern concept of human resources

Though human resources have been part of business and organizations since the first days of agriculture, the modern concept of human resources began in reaction to the efficiency focus of Taylorism in the early 1900s. By 1920, psychologists and employment experts in the United States started the human relations movement, which viewed workers in terms of their psychology and fit with companies, rather than as interchangeable parts. This movement grew throughout the middle of the 20th century, placing emphasis on how leadership, cohesion, and loyalty played important roles in organizational success. Although this view was increasingly challenged by more quantitatively rigorous and less "soft" management techniques in the 1960s and beyond, human resources had gained a permanent role within an organization.

The HRD climate of an organization plays a very important role in ensuring the competency, motivation and development of its employees. The HRD climate can be created using appropriate HRD systems and leadership styles of top management. The HRD climate is both a means to an end as well as an end in itself. In the recent past simple instruments have been developed to measure the HRD climate in organizations. These instruments are being widely used to assess periodically the climate, maintain profiles and design interventions to further improve it. This unit presents a detailed conceptual background of the HRD climate, various research studies available on HRD climate and discusses an instrument to measure HRD climate that is being used by different organizations. By the end of the unit the reader should be able to use the HRD

climate survey questionnaire to measure the HRD climate of his own organization.

Reader also will get an overview of the HRD climate existing in different organizations.