Review Article

Human Resource Management and Organizational Behaviour

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Abstract

People in any organization or business associations evident themselves, not only through individual fundamental interaction but also through group interactions. When individuals come to workplace, they accompany not only technical skills and knowledge but also with their personal intuitive feeling, perception, desires or the feeling that accompanies an unsatisfied state, motives, mental attitude and values. Hence, human resource development must provide with (something) usually for a specific purpose itself with good knowledge of disciplines, viz., economics, commerce, management, sociology, psychology, engineering, technology and law in order to develop the financial strengthening of the organization.

Keywords: Organization, Team Building, Human Resource, Industrialization.

Introduction

“Human resource is the absolutely necessary factor in the process of development of an economy and financial system or an organization or business associations. The term human resource refers to the knowledge, Ability to produce solutions in some problem domain, creativities, skills and talents. These dimensions at long last determine the ratio of the output to the input of any system and productivity of work-force.

There must be melioration in values, impressions, aptitudes and attitudes in accordance with the changing requirement of groups, organization or business associations and society(1).

The term human resource development was first brought in 1969, by Leonard Nadler at the annual conference of the American Society for Training and Development (ASTD). Human resource development clearly characterized or delimited as, “Organized learning experiences in a definite time period to increase the possibility of improving job performance growth.” This definition necessitates the intention, design and obstetrical delivery of formal acquiring events with the anticipated outcome that is intended or that guides your planned actions of improving job performance(2).

Human resource development as a cognitive operation in which the employees of an organization or business associations are helped in an uninterrupted and planned way to –
(1) Assume or sharpen capableness’s to perform several activities associated with their present and expected future role,
(2) Build up, discover and Use or misrepresent to one's advantage to their inner potential for organization or business associational development purpose and
(3) Develop an establishment or business associational culture and impregnable relationship between employer-employee”

**Human resource development involves as**

(A) Ways to ameliorate adjust the individuals to have job and the environment,
(B) The greatest engagement of employees in various distinct feature or element in a problem of their work,
(C) The greatest business concern for heightening the capabilities of the individual scope of human resource development is very all-encompassing, it includes following functions(3).

(A) **Managerial functions**
Managing people is the gist of being a manager. Like other managers, a human resource manager executes the functions of planning, organizing, staffing, showing the way by conducting or leading and controlling (4-6).

**Planning**
In the area of human resource development, necessitates for personnel goals, formulating personnel policies and programme, preparing the human resource budget.

**Organizing**
It is a process of apportioning tasks among the members of the group, demonstrating authority – responsibility relationships among them and integrating their activities towards the common goals.

**Staffing**
It is a cognitive operation of obtaining and asseverating capable employees. It admits manpower planning, recruitment, selection, placement, predilection and transfer.

**Directing**
It is the process of motivating, activating, leading and supervising people. It helps to secure the willing and effective co-operation of employees for attaining organization or business associational goals.

**Controlling**
It helps to minimize the gap between desired results and actual performance. It involves auditing and training programmes, analyzing labour turnover records, directing morale surveys and conducting separate interviews.

(B) **Operative functions**
These are concerned with specific activities of procuring developing, compensating and maintaining an efficient work-force(7-10).

**Procurement Function**
It is implicated with securing and employing the right kind and proper number of people commanded accomplishing organization or business associational tasks. It includes job analysis, human resource planning, recruitment, selection, placement and induction.

**Development Function**
The main goal of this is to ameliorate the knowledge, skills, aptitudes and values of employees, so that employees can perform present and future job more efficaciously. It comprises performance and potential appraisal, training and development, executive development and career planning.

**Compensation Function**
It concerns to providing equitable and fair earnings to employees for their contribution to the attainment of organization or business associational objectives. It comprises of job evaluation, bonus, wages and salary.

**Integration Function**
It is the process of accommodating the goals of the organization or business associations with those of its members. Integration involves motivating employees through various financial
and non-financial inducements, providing job gratification, handling employee grievances through formal grievance procedures, collective bargaining, worker’s involvement in management, contravene resolution, employee counseling and improving quality of work-life.

**Maintenance Function**

It is concerned with protecting and encouraging the employees. For this several types of fringe benefits such as housing, medical aid and educational facilities are provided to employees. The social security measures like provident fund, pension, gratuity, maternity benefits, injury/disablement allowance and group insurance etc. are also arranged.

**The objectives of human resource development are as following (11-15):**

1. To help the organization or business associations to accomplish its desirable goals.
2. To enhance job satisfaction and self-actualization of employees by encouraging and assisting every employee to realize his full potential.
3. To employ the skills and knowledge of employees in effect.
4. To constitute and maintain productive, self-respecting and internally satisfying working relationship between all the members of the organization or business associations.
5. To do maximum development of employees by furnishing opportunities for training and development.
6. To ensure the consolidation of all the individuals and group with the organization or business associations by reconciling individual/group goals with an organization or business associations.
7. To develop and maintain a quality of work-life.
8. To maintain high morale and good human relations within the organization or business associations.
9. To help to asseverate ethical policies and behaviour inside and outside the organization or business associations.
10. To manage the change to the mutual advantage of individuals, groups, organization or business associations and the society.
11. To acknowledge and satisfy individual needs and group goals by offering appropriate monetary and non-monetary incentives. To recruit and retain the human resource of require quantity and quality.
12. To foresee the employee turnover and to make the arrangements for minimizing turnover and filling up of consequent vacancies.
13. To foresee the impact of technology on work, existing employees and future human resource requirements.
14. To ameliorate the standards, skill, knowledge, ability and discipline etc.
15. To assess the surplus or shortage of human resource and take measures accordingly.
16. To asseverate congenial industrial relations by maintaining optimum level and structure of human resource.
17. To minimize asymmetries caused due to non-availability of human resource of right kind, right number in right time and right place.
18. To approximation the cost of human resource.
19. To make the best consumption of its human resource.
20. To develop the potentialities of each individual in relation to his or her present role as well as to his or her anticipated future role.

The significance of human resource development can be discussed at five levels:

**(1) Significance for an Enterprise**

Human resource development can help an enterprise in achieving its goals more efficiently and effectively in the following ways (16-19)

1. Attaching and holding the commanded talent through effective human resource planning, recruitment, selection, placement,
orientation, compensation and promotion policies.

2. Developing the necessary skills and right attitudes among the employees through training and development, performance appraisal etc.

3. Secured co-operation of employees by motivating, participation and grievance handling.

4. Utilizing efficaciously the available human resources.

5. Ensuring that the enterprise will have a team of competent and dedicated employees in future.

(2) Professional Significance
Effective management of human resources helps to meliorate the quality of work-life. It permits team work among employees by providing a healthy working environment. It contributes to professional growth in the ways allowing for maximum opportunities for personal development of each employee and maintaining healthy relationships between individuals and different work groups by allocating work properly (20-22).

(3) Social Security
Sound human resource management has a great significance for the society. It helps to enhance the dignity of labour in following ways –

a. Furnishing suitable employment that allows for social and psychological satisfaction to people.

b. Asseverating a balance between the jobs useable and the job seekers in terms of numbers, qualifications, needs and aptitudes.

c. Annihilating waste of human resource via conservation of physical and mental health.

(4) National Significance
The effective development and utilization of a nation's natural, physical and financial resources, requires an effective human resource. There are wide differences in development between countries with marked by correspondence or resemblance resources due to difference as in the character of their people. Thus, in the modern era of mechanization and computerization, machine is useless without competent people to run it.

(5) Personal Significance
Human resource development produces skills and efficiencies in a person through uninterrupted development training and life-long determining. It increases the level of confidence in an employee.

Conclusion
Thus, the objectives of human resource development include the employment of human resource in effect and establishing resonance relationship between employees and management to achieve desirable goals of an organization or business associations.

In a fast ever-changing environment, an organization or business associations can become dynamic and competitive only when employee capabilities are heightened by the development of human resource. The human resource development plays a critical role in the success and growth of an organization or business associations.

References


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