

“A COMPARATIVE STUDY OF INTEGRATED HUMAN RESOURCE DEVELOPMENT SYSTEMS OF PUBLIC AND PRIVATE SECTOR ORGANISATIONS”
(A CASE STUDY OF SELECTED ORGANISATIONS)

The integrated Human Resource Management system includes 12 major components. They are Manpower Planning, Selection and Placement, Reinforcement and Advancement, Data Storage and Processing, Critical Attributes Analysis, Feedback and Counseling, Performance Appraisal, Potential Appraisal, Industrial Relations & Labour Welfare, Training, Organization Development, Career Development and Career Planning. The study remains confined to Human Resource Development Systems prevailing in the various Public and Private Organisation. It is infer that the private sector has developed and introduced integrated system of Human Resource Development whereas the public sector has lagged behind in this context. But our study remained on the experience of integrated Human Resource Development Systems restricted to a very few public and private sector organizations namely, Larsen & Turbo Ltd., Siemens India Ltd, State Bank of India and Videsh Sanchar Nigam Ltd (VSNL).

The HRD means that the process of human resource development would begin by imparting training for effective performance of a specific task and development of an individual perform that task. Having undergone a specific training programme, an individual may be assessed in respect of an acquisition of desired skills to perform the identified task. The need for study arises from the fact that the public sector undertakings and corporations, ministries, state departments and local organizations do not have integrated Human Resource Systems to develop their human resources. This has adversely affected the performance of the personnel in these organizations. So much so, many of the organizations do not have a personnel department.

The studies have primarily focused on two major aspects. First, the human resource studies related to the public sector organization have emphasized on the limitations of the Human Resource Development Systems and made recommendations to improve upon them. The studies on the private sector have revealed that their Human Resource Systems are more integrated and have greatly contributed towards overall performance.

This study is focus on the following objectives:

- The best integrated Human Resource Development practices followed by selected public and private sector organisations.
- The organisational structures related to integrated Human Resource Development System.
- Analyze the hindrances to the application of training and development of Human Resource Development Systems.
- Compare performance appraisal and assignment mechanisms used by public and private organisations.
- Prepare a framework by learning from the best Human Resource Development practices in private organizations for adaptation and application in public sector organizations.

Keeping in view of objective of the studies the entire work has been divided into five chapters. These are as under:

Introductory part of the Thesis reveals, the basis and need of the research work likes objectives, research methodology, limitations of studies, etc. The second chapter relates to the Conceptual analysis of Human Resource Development has been planned to present conceptual analysis of HRD in vary explicit manner. This includes definitions, the rational behind the term of human resource development, the inter-disciplinary human resource development, a focus on

organisational development, the scope of human resource development, roles and relationships, and the organisation consultant etc. This is reflected in functional roles such as 'learning and development manager' and 'organizational consultant'; and in supporting interpretive roles such as 'learning architect' and learning orchestrator.

The third chapter focus on the Organisational Structure of Human Resource Development has been designed to give glimpses on the basic objective of the organisation structure, alternative organisation design, organisation environment and design, classification of organisation environments, strategies for organisation design, etc. The fourth chapter relates to the Case Studies of selected organisation has been planned to present a viewed picture of four organisations. An effort has been made to collect relevant information for the purpose of showing the practical practice followed by these organisations in relations to integrated HRD system. On the basis critical appraisal of the above four companies it can safely be said that integrated HRD system developed by the private sector in a better way as compared to the public sector companies. Finally, the conclusion and suggestion are meant for concluding the whole studies and giving workable suggestions.

Suggestions of Performance Appraisal

- Help the employee to overcome his weaknesses and improve over his strengths and thus enable him to improve his performance and that of the department.
- Generate adequate feedback and guidance from the reporting officers to the employee.
- Contribute to the growth and development of the employee through helping him in realistic goal setting.
- Provide inputs to: (i) system of rewards comprising salary increments, appreciations, additional responsibilities, promotions, etc., and (ii) salary administration.
- Help in creating a desirable culture and traditions in the organisation.
- Help identifying employees for the purpose of motivating, training & developing them.
- Generate significant, relevant, free and valid information about employees.

Suggestions on Training and Development

- Training system, in these organisation have to increase its focus on improving the quality of service given to clientele.
- There is a need for developing a high level of competence and involvement and thus inculcates a sense of deep commitment and understanding of the challenges of future.
- There is a need for a continuous programme of training for every individual to work as a member of an effective team and activate the potential to achieve the bank's goal.
- The training has to move from traditional training, to training of the latest technological up gradation.
- Training focus has to shift from mere knowledge development to more of skill enhancement and creating an attitude for service.
- Training professionals have to be used more for training rather than departmental experts.
- Instead of traditional and passive methods such as lecture, more of active methods like case study, business games, and simulations have to be used.
- These organisations have to use extensive e-learning methods, which can save a lot of time and need not require employees to be away from jobs which hamper work.
- The benefits of Training and Development methods have to be utilised for practical purposes rather than they being used just to reflect it on paper.

Training is the only significant people oriented activity which equips the personnel to do their job more effectively and efficiently. Traditionally, Training and Development was not viewed as an activity that could help companies create value and successfully deal with competitive

challenges. Today, the view has changed. Companies that use innovative training and development practices are likely to report better financial performance than their competitors that do not. The role of training has broadened beyond training program design. Effective instructional training remains important, but training managers, human resource experts and trainers are increasingly being asked to create systems to motivate employees to learn, create knowledge and share that knowledge with other employees in the company.

Suggestions for further research:

The training and development arena is gaining momentum in the recent years. Myriad of Studies are being conducted on various aspects of training, but there are a number of upcoming areas to uncover. There is a lot of scope for further research based on the future trends affecting training. Some of the future trends affecting training will be:

- Use of new technologies for delivery of training will increase.
- Demand for training for virtual work arrangements will rise.
- Greater emphasis on storage and use of intellectual capital.
- Training departments will become virtual training organisations.
- Training will focus on business needs and performance.
- Training departments will be viewed more from a change model perspective.

The following principles of organisation structure should follow:

- There must be clear lines of authority from the top to the bottom of the organisation.
- No one in the organisation should report to more than one line supervisor. Every one in the organisation should know to whom he reports, and who reports to him.
- The responsibility and authority of each supervisor should be clearly defined in writing.
- Responsibility should always be coupled with corresponding authority.
- The responsibility of higher authority for the acts of its subordinates should be absolute.
- Authority should be delegated as far down the line as possible.
- The number of levels of authority should be kept at the minimum.
- The work of every person in the organisation should be confined as far as possible to the performance of a single leading function.
- Whenever possible, line functions should be separated from staff functions.
- There should be a limit to the number of positions that can be coordinated by a single executive.
- The organisation should be flexible, so that it can be adjusted to changing conditions.
- The organisation should be kept as simple as possible.

Results of Good Organisation

Good organisation typically must establishes responsibility and prevents “buck passing”, provides for easier communication, eliminates jurisdictional disputes between individuals, helps develop individual ability, aids in measuring a person’s performance against his responsibility, stresses on integrity, high standards of justice and conduct, permits expansion and contraction without seriously disrupting the structure, makes for closer co-operation and higher morale, introduces a rational system of rewards and promotions, prevents duplication of work, makes growth possible with adequate control and without literally killing top executives through overwork, and points out “dead end” jobs.

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