
EDUCATION AND HUMAN RESOURCE MANAGEMENT

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Abstract

John F. Kennedy (35th President of United States) said, "Our Program as a nation can be swifter than our progress in education. The human mind is our fundamental resources."

We often hear Human Resource Management, Personnel Management and employee relations by industry experts and many others. The traditional concept of HRM is that, it is the process of managing people in organizations in a structured and thorough manner. Now a days this concept is changed as HR Manager is responsible for managing employee expectations Vis-a Vis the management objectives and reconciling both to ensure employee fulfillment and realization of management objectives.

Mr. N.R. Narayana Murthy, Chairman Emeritus, Infosys Ltd. says "You must treat your employees with respect and dignity because in the most automated factory in the world, you need the power of human mind that is what brings the innovation. If you want high quality minds to work for you, then you must protect the respect and dignity."

Education helps in preparation, adoption and continuing evolution of personnel programs and policies,. Education supplies skilled workers, ensures to fulfill changing needs of industry and environment. Role of education for human resources increases with rising no. of people in growing organizations. Advanced technology, rising aspirations of people further give challenges to human resource departments, psychosocial system, computerized decision making, changing political and legal system all need a great deal of specialization and skill. Education bridges gap between existing performance abilities and desired performances.

Education increases productivity, improves quality, fulfills future personnel needs, improves organization climate, improves health and safety and growth of people.

We should think ahead, not only present positions, but education keeps ready future managers also, that's why we do succession planning. Internal candidates of an organization requires "pat on the back" when they do well but at the same time external candidates are needed for injective fresh blood into the company.

Hence Human Resource Management is expected to add value to the strategic utilization of employees and to ensure that employees program impact the business in positive way.

Human Resource Management, also called as Human Capital Management, is an approach to managing people, their acquisition, development of skills, and motivation for higher level of attainments as well as ensuring maintenance. Their level of commitment also fall in the domain of human resource management.

Edwinn B. Flippo said, "HRM is the planning, organizing, directing and controlling of the procurement, development resources to the end that individual and societal objectives are accomplished."

In words of Scott, Clothier and Spriegal, "The objectives of HRM is an organization is to obtain maximum individuals development, desirable working relationships between employers and employees, employees and employees and to affect the moulding of human resources as contrasted with physical resources."

Thus HRM is,

- Effective utilization of human resources, results in efficiency using of all other organization's resources.
- Clearly defining responsibility, accountability and authority for each job establish organizational structure of relationship.
- Maximum development of human resources through opportunities for advancement to employee through training and education.
- Respect for human beings by services and welfare facilities to the personnel.
- Reconciling individual goals with goals of organization in such manner that people feel commitment and loyalty towards their organization.
- Identifying and satisfying needs of people with monetary and non-monetary rewards.

HISTORY

HRM in India is centuries old. In 1980 first labour organization was formed known as Bombay Mill Hands Association which was working for improving work environment and getting workers their rightful dues, but union movements were weak till early thirties. It was after independence, that activities of personnel dept. has multiplied.

HRM is expected to take care of welfare activities, employment, safety, training, wage and salary administration, promotion, transfer, lay off, improving in living and working conditions, health services, safety measures, and prevention and settlement of disputes etc.

FUTURE CHALLENGES:

- Awareness in the field of HR is necessary, as increased size of organizations resulting into increasing number of people and hence creating new challenges.
- Industry can survive only by advanced technology. Problem of unemployment resulting from modernization can be solved by properly assessing HR needs and training of redundant employees in alternate skill, hence education is cause as well as remedy.
- People are more aware of their higher level needs, hence HR dept. may serve.
- In traditional system organizations were designed to achieve technical functions with little consideration given to psychosocial system but future management would require to ensure effective participation of lower levels in mgmt. of the org. system.

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- Application of computers in the managerial decision making process is much fruitful.
 - Individual may develop greater technical and professional expertise by mobilizing various managerial and professional personnel between organizations.

The role of HRM is much more strategic than before. Some of new directions of role of HRM can be summed up as:-

1. A facilitator of change.
2. An integrated approach to management, rather than isolated function, human resource is regarded as a core activity, which shapes companies values.
3. The future creative careers will require more involved approach to careers development which may include:-
 - A) Sharing employees with other organizations.
 - B) Employees may go elsewhere for career development and may return.
 - C) Encourage employees to think of themselves as a business.
 - D) Help employees to develop self-marketing, networking and consultancy skills to enable them to search out, recognize or create new opportunities for both themselves and the organizations.
 - E) Identify skilled individuals in other organization who can contribute on temporary project basis or part time.
 - F) Regularly expose employees to new people and ideas to stimulate innovations.
 - G) Balanced external recruitments at all levels as against only internal promotions, to discourage seeing positions as someone's territory.
 - H) Faster more functional teamwork for self-development.
 - I) 'Positions' should not be career goals rather it should be projects.
 - J) Self-appraisal rather than top down performance appraisal, on the basis of customer satisfaction survey should be done.

Thus HR manager should be charged with properties of an intellectual, educator, philosopher, visionary, non-discriminator, great leader and above all a humanist.

HRIS (Human Resource Information System) act as decision support system. The inputs of HRIS includes information relating to employees, their abilities, qualifications, potentialities, creative instincts, age, pay scales, various jobs in organization, required skills, qualifications, number of employees and executives manning various positions, and organization objectives, policies, procedures etc.

Education bridges gap between existing performance abilities and desired performances.

- It inputs new entrants the basic knowledge and skills they need for intelligent performance of definite tasks.

- It assist employees to function more effectively in their present position, by exposing them to latest concepts, information, and techniques and developing the skill they will need in particular fields.
- It builds second line of competent officers and prepare them to occupy more responsible positions.
- It broadens the minds of senior position holders.

Thus education increases productivity, improve quality, fulfills personnel needs, and improves organization's climate and growth of people. Few factors increasing the role of education are increased use of technology, labor turnover, employment of inexperienced persons, old employees need refresher training, quality improvement, reduction in cost requirement, reducing grievances, and above all raising morale of its employees.

Absence of succession plan can seriously hamper the growth prospects of an organization. An organization remains headless and directionless for a while. It often takes years to develop effective serious position holders. A careful and considered plan of action ensures least possible disruption to the person's and therefore the organization's effectiveness. Profit and non-profit organization, it is only people who makes thing happen. When a key leader is eliminated or left without succession planning in place what will happen? Either there would be no able successor or successor is often unable to handle heavy responsibility. Future success of business is left to chance.

This is very sensitive issue. Now let us see what to do.

- Firstly, we should see what difference a departure will make, what critical skills are, which are required for a position and which need to be filled.
- External HR professionals can fill current or anticipated gaps in manager's renege of skills.
- Gifting family businesses to next generations lead family business for all wrong reasons.
- Job rotations can sometimes reveal hidden abilities.
- Skills shortfalls sometimes can be filled by job rotations.

But all these are temporary solutions of the problems, ultimately it is only training and development which fill up such gaps, succession planning gives us round on which to move, who, where and how to develop new talents. It focuses n preparing people to fill execution position. The employees having managerial aptitude and potential may be considered for development programs that will help prepare them for executive jobs.

Conclusion

HRM department provide knowledge training, administrative services, coaching legal and management advice, talent management oversight that the rest of organization needs for successful operation. HRM is also a strategic and comprehensive approach to managing people and work place culture and environment. Now HRM function is expected to add value to the strategic utilization of employees and to ensure that employees programs recommended and implemented impact the business in positive measureable ways.



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