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Human Resource Development

Introduction

The human resource management is the set of policies and practices that an organization puts in place to have a knowledgeable staff. The human resource management is divided into two broad categories of activities: personnel administration and human resource development. The most valuable resource that every human being has is his own person. And the most valuable asset of a company is the human factor. If increases and perfects the human factor, both the individual and the company highly benefited out. Training and development is a process that is related to the improvement and growth of skills of individuals and groups within the organization. By educating the individual invests in itself, increases its capacity (Werner, & DeSimone, 2011).

This paper aims to discuss human resource development (HRD) as the integrated use of training and development, organisation development and career development to improve individual, group and organisational effectiveness. Proper work of HR Development and Training with Production-Operations that people get up the company are able to transmit information efficiently, communicate well with others, work in teams and know how to lead and motivate teams. It is said that the development of human resources is the basis of socio-economic development and a factor of economic growth. By offering youth and unskilled workers to receive training and education, a country is a progressive labour, skilled and high-level work. The development of human resources plays an important role in the economic development of a country contributing to job creation, encouraging entrepreneurship by boosting competitiveness.

Discussion

Human Resource Development

Increasingly organizations are produced in technological, organizational, productive or commercial that cause the need for rapid adaptation of the professional profiles of its human resources. On other occasions, the need for adaptation is caused by the low level occupational training for the high turnover of staff. In any arena, the reality is that organizations invest, every day, more resources and are constantly on the search for alternatives in the development of pedagogical and technological processes, focused on improving the training of their employees (Vredenburgh, & Shea-VanFossen, 2010).

The development of the workforce, now commonly known as human resource development, is an ongoing process that analyzes the requirements, forecasts and projects the organization's future human resource. In other words, human resource development focuses on issues such as whether the organization is ready to compensate for the loss of the experience of employees who retire and whether employees are adequately prepared to implement organizational change (Werner, & DeSimone, 2011). The human resource development is a process that seeks to optimize the use of human resources in the organization. It needs an incorporated method that deals with the international characteristics of employees, varying from getting better mechanical and interpersonal skills for imaginative and innovative thinking and leadership. Organizations with high levels of output have made the development of human resources in an integral part of its corporate culture (Murphy, & Garavan, 2009).

Importance of Human Resource Development

When nations and firms allocate resources to develop their workforce, the benefits are not only made by the workers. The human resources department helps an organization to its development by assessing the changing needs of the organization and equipping workers with the necessary tools. Although employees may be the direct beneficiaries of the program of development, such as tuition reimbursement and additional training, the companies win in the short and long term as well (Daley, et. al. 2010).

- **Economies of Scale**

The human resource development helps an organization to achieve economies of scale. This occurs when the firm produces goods at the lowest price possible as a result of its capital operates at peak efficiency. Capital includes machinery, equipment and employees. The human resource development reinforces the skill set and knowledge of workers, allowing them to increase their production or develop new and innovative products (Murphy, & Garavan, 2009). Thus, the company reduces the cost of production when workers have a strong set of skills with which to do their work. The human resources department plays a pivotal role in ensuring this benefit by finding suitable workers for positions in addition to designed resumes; human resources determine the intangible attributes such as attitude and willingness to learn new skills (Vredenburgh, & Shea-VanFossen, 2010).

- **Competitive Advantage**

Companies also gain a competitive advantage through the implementation of programs of human resource development. The backbone of an economy that works smoothly and well developed is a skilled workforce and efficient. When a company offers extensive training and

programs to enrich their employees, workers who benefit from training are increasingly valuable. A skilled labour increases production of a nation, increasing its gross domestic product. Other companies benefit indirectly from such programs, and in the event that an employee is transferred from one organization to another (Vredenburgh, & Shea-VanFossen, 2010).

- **Job Satisfaction**

One of the most critical components of job satisfaction is the belief that the position offers room for growth and improvement. The human resource development helps the organization to impart this sense of value on the worker. The human resources department can develop programs that promote job satisfaction. An example includes being the host of a writing seminar for a group of journalists publishing or even offers additional benefits, such as gym memberships (Arkes, & Kajdasz, 2011).

- **Employee Retention**

Workers are less likely to seek other job opportunities when employers have an interest in their growth and development. Additionally, a benefit of an accurate prediction of labour is when workers feel stretched as a result of having too few employees. Therefore, the success of the program development decreases labour turnover (Murphy, & Garavan, 2009). Although this type of programs of development can have high initial costs, the cost savings resulting from reduced employee turnover may be greater than the costs associated with the program (Garavan, & McGuire, 2010).

Training and Development of Human Resources

Training means preparing the person in charge. It is an organized, designed and lasting system whose main reason is to arrange, build up and incorporate human resources in the production method, by providing knowledge, skills and attitudes required for the best performance of all workers in their current and future positions and adapt to the changing demands of the environment. The training is aimed at technical improvement for it to work efficiently perform the functions assigned to it, produce quality results, provide excellent services to their customers, prevent and resolve potential problems early within the organization (Garavan, & McGuire, 2010).

Development refers to education a person receives for professional growth in order to enhance the effectiveness in office. It has long-term goals and generally seeks to develop attitudes related to a particular philosophy that the company wants to develop. The training is for current jobs and training or development is for future posts. Training and development are often confused, since the difference is more a function of levels reach and intensity of the processes. Both are learning activities (Daley, et. al. 2010).

The main objectives of the training are: to prepare staff for the implementation of the various specific tasks of the organization, to provide ongoing opportunities for personal development, not only in their current positions but also for other functions for which the person may be considered, and change the attitude of the people, for various purposes, among which are creating a more satisfactory among employees, increase their motivation and make them more receptive to supervision and management techniques (Arkes, & Kajdasz, 2011).

The system of training and development of people in the company comes from the balance between the competencies (knowledge and skills) and future of the people, and the present needs (showed by the charge) and company's future for its strategy, environment, vision and mission (Aguinis, & Kraiger, 2009). Although the training system of the organisation helps and assists its people to do well their present job, their advantages may be increased to all his working life and can be very helpful in developing people to meet up future legal responsibilities.

Therefore, development skills assist people in ways to handle tasks and responsibilities irrespective of future. In response to this condition, training and development cannot be differentiated very clearly. Various systems start only to guide an employee end assisting their growth and development and even raising their possible as upcoming futures (Aguinis, & Kraiger, 2009).

Benefits of Training and Development

Benefits for the organization:

- Improved knowledge of the job at all levels.

- It raises the morale of the workforce.

- Help staff to identify with the goals of the organization.

- Improves heads-subordinate relationship (Mestry, 2012).

- It is an aid to understanding and adoption of policies.

- It streamlines the decision making and problem solving.

- Promotes development with a view to promotion.

- Contributes to the development of leaders and managers.

- Increases productivity and quality of work.

- It helps keep costs down.

- Eliminates the costs of external consultants (Garavan, & McGuire, 2010).

Benefits for the Worker that is beneficial for the organization:

- It helps the person in problem solving and decision-making.

- Increases confidence, assertive position and development.

- Forge leaders and getting better communication skills.

- Move up the intensity of job satisfaction.

- Allows the accomplishment of personal goals.

- Removes fears and ineffectiveness or individual unawareness (Lincoln, & Lynham, 2011).

Benefits in human relations, internal and external relationships, and policies:

- Getting better communication between groups and individuals.

- Assist in the direction of new employees.

- Offers facts and data concerning official policies.

- Makes feasible policies of the association.

- It offers a high-quality environment for learning.

- It changes to the organisation in a better quality environment to work (Daley, et. al. 2010).

Changes In The Process Of Training - Training and Development with the Rise of New Communication and Information Technologies

In any organization, training and human resource development are considered important factors in achieving the projected goals and objectives as personnel who can respond effectively to the various institutional needs, from the operation of its functions in his position. It benefits the organization because it creates in the employee engagement and corporate responsibility, which translates into better job performance (Mathieu, & Tesluk, 2010). With the passage of time, changes have been taking place in the business world, due to the growth of a global economy and the use of Information and Communication Technologies; stressing this in the internal structure, hierarchy of positions, personnel selection as well as in the methodology for staff training. The management of information and communication technologies now form an integral part of the business (Mestry, 2012). These are a key element to support, maintain and promote the growth or economic and social life of an organization. Technological development enables companies to shorten distances and place more quickly and effectively the best goods and services that customers expect, resulting in levels of competitiveness   and productivity for these companies.

Moreover, in addition to the management of information, knowledge is another fundamental concept in order to generate customer assertive responses from creativity and innovation, allowing the organization to keep constantly updated on how the use of strategies designed from Search technological changes in institutional success. The process of innovation in a company that is based in the technological paradigm is seen in three main stages: identifying

a need in the market or a technological opportunity, adoption and adaptation of existing technology and transferring this technology by marketing or for some institutional environment (Daley, et. al. 2010). It now requires companies that are able to adapt quickly to the constant changes and see that knowledge is the option to resolve the situations that arise in the organization through technological innovation. It is for this reason that IT departments of organizations are vital elements to manage these changes.

Some important aspects to highlight new technologies for human resource development are:

- **The virtual organization**

It is a concept where the relationship between people and processes exist, but there is a location, a fixed place, through the Internet. It works on the basis of project development proposals come and go uncorrected, is met with an agenda and goals working from one country to another, even from one continent to another (Lincoln, & Lynham, 2011).

- **Empowerment**

It contains unique techniques of supervising the organisation which incorporates all resources i.e. manufacturing, sales, capital, marketing, production, equipment and personal using effective communication along with the efficacy to obtain the objectives of organisation. Enrichment of an organisation is when the most favourable benefits of information technology are obtained (Mathieu $ Tesluk, 2010). The teams and its members will have complete access to usage to the critical information, possess the technology, skills and responsibility along with the authority to use the information and bring out the organisations' business (Kuchinke, 2010). To

implement the system of empowerment in a company needs to be a change in the work culture, and for this it is necessary to learn to work together.

- **Teamwork**

A working group aims to create new knowledge about organizational processes on group processes and personal processes of each team member. This allows the team to optimize their resources and achieve better product quality as processes. Convert team work on organizational management mode requires conviction, setting policies and proactive attitudes by people working in the organization (Kozlowski, & Salas, 2009).

The manager's role, in this sense, is to lead the change itself, becoming a strategist and an excellent communicator and inspiring of all aspects involving the organization. The development of new technologies and the increasing rise of the "information revolution" has led to rapid changes in the organizational structures at the same time that determines a new global profile for the manager, where his main personal characteristics should include a greater ability to adapt to new circumstances, an international mindset and excellent communication and learning conditions, in addition to basic principles such as ethics, honesty and justice, whose value is universal (Daley, et. al. 2010). Today, it requires a more participatory management with fewer hierarchical levels, where there is a greater approach of all who compose it, with a much more active participation of the entire management team in decision-making and a very particular emphasis on decision-making teams based on functional structures for business areas (Kozlowski, & Salas, 2009).

My Experiences of Human Resource Development in My Work as a Youth Worker

I work for the local council as a youth worker. As a youth worker, I study the needs and social problems historically relevant, and intervene in order to create the conditions that have a positive impact in the field of sustainable human development, participation and promotion of human rights, justice and social security (Pillay, Kelly, & Tones, 2010). My job description is to provide comprehensive support services to young people to help them with their appropriate needs and prepare them for positions in internships and job openings through the provision of one-on-one tutelage and the facilitation of vocational skills, college awareness, post secondary planning and student cantered workshops (Kuchinke, 2010).

The development of moral values with emphasis on ethical professionals has been placed in recent years on a key aspect of human resource development, it is essential to achieve consistency between research in this field and the needs presented by social practice especially when it is so sensitive aspects to develop in very complex conditions, while changes are needed to make for progress. As a youth worker in human resource development, I form professionally techniques and tools in proper handling that enable them to create conditions for change and development processes in society. I contribute to the solution of social problems of the country, through analysis and academic activities of the students (Storey, 2007).

Types of Training and Development Methods

This growing need for training to develop specific profiles and the importance they charge people as a key to business success are some of the circumstances that explain the constant study and implementation of training methods or models that do more effective and

faster this process. Although there are alone training solution that can meet all the needs of knowledge, selection and allow conjugation of some other fix, as far as possible, the training needs in an organization (Storey, 2007).

Training and development is implemented in a local company for future to make it a better place.

- **Lectures, videos and movies, audio**

They tend to rely more on communication and less imitation and active participation. The conferences allow time economy and resources; the other methods may require more extensive preparation periods and higher budgets. Low levels of participation, feedback, and repeat transfer show that these techniques can improve when organizing round tables and discussion sessions at the end of the exhibition (Ord, 2013). There is a training method which, given its possibility of instant feedback and indefinite repetition is different from the others: the computer simulations, usually in the form of games. It is used to train managers in making decisions.

- **Simulating actual conditions**

To prevent the instruction interferes with the normal operations of the organization, some companies use facilities that simulate actual operating conditions (airlines, banks and major hotel facilities). This technique allows transfer, repetition and notable participation and significant organization of materials and feedback (Daley, et. al. 2010).

- **Performance or skit**

It forces the training to play various identities. It is very common that every participant tends to exaggerate the other's behaviour. One of the fruits that are available is that each

participant gets seen in the way they perceive co-workers. This experience can create better bonds of friendship and tolerance of individual differences. It is used to change attitudes and develop better relationships. They are active all trained and get high quality feedback (Choi, & Ruona, 2011).

- **Case Study**

By studying a specific situation or simulated, training the person learns about the desirability undertake actions in similar situations. It counts with the suggestions of others as well as themselves. In addition to learning through the case under study, the person may develop decision-making skills. When cases are well selected, have relevance and resemblance to everyday circumstances, there are also some transfer. There is also the advantage of participation through discussion of the case. It's not often find elements of feedback and repetition (Choi, & Ruona, 2011).

- **Reading, individual studies, programmed instruction**

Instructional materials for individual learning are useful in circumstances or geographical dispersion of great difficulty to gather a group of people attending a training program. They are used in cases where integration requires little learning (courses based on readings, recordings, programmed instruction booklets and certain computer programs) (Pillay, Kelly, & Tones, 2010). The programmed instruction booklets leaflets consist of a series of questions and answers. Some computer programs can replace the programmed instruction booklets. Theoretical basis of very similar, allow certain subject advance the pace people want. Programmed materials provide elements of participation, repetition, relevance and feedback. Transfer tends to be low (Ord, 2013).

- **Laboratory training (awareness)**

It is a form of group training, used to develop interpersonal skills. It can be used also for the development of knowledge, skills and appropriate behaviours for future job responsibilities. Participants are postulated aimed at improving human relations skills through better understanding of themselves and others. This technique aims to share experiences and discuss feelings, behaviours, perceptions and reactions that cause those experiences. Usually people use a professional psychology as moderator of these sessions. It is based on participation, feedback and repetition (Choi, & Ruona, 2011).

Why Human Resource Development Is More than Just Training

Training is the set of activities designed to impart knowledge, develop skills integrating the human resources to the various processes of the organization. It is continuous and systematic activity that often seeks to change attitudes of staff so that they can play and face in the best work conditions. The training seeks to adapt to the person to a particular company, hone people's technical skills in order to deliver quality results in their present and future performance. With the application of a suitable training plan they get the worker to adapt to the changing demands of the environment and that the profile of knowledge, attitudes and skills than those required by the job (Pillay, Kelly, & Tones, 2010).

Development refers to education received by the individual to improve and increase their knowledge, skills and attitudes, in order to expand their responsibilities in the future. The objective of a development system is to direct the Organization within guidelines that will ensure the survival and growth, seeking to achieve business objectives, inter alia, by improving the

efficiency of their staff. It generally has long-term goals, the company provides an effective system to identify and develop the best employees in an organization, increasing and improving attitudes aimed at achieving specific form of work related to defined business criteria, i.e. form the worker according to the culture of the organization (Donnelly, 2009).

In turn, it allows achieving internal coverage driving positions as well as achieving the best performance of the skills of each employee. The development of human resources is a combination of training and education, in a broad context of employment policies and health, which ensures the improvement, development and training of human resources in a continuum. Ord (2013) states that the ability of individuals depends on their access to training. The development of human resources is the medium that drives the process of education and learning in an environment in a company in continuous development. The development of human resources can be defined as the development of the most important section of the entire organization: the human resource, reaching or upgrading the skills and attitudes of all the resources at all levels to maximize the effectiveness of enterprise. It is not just about training; it includes many other factors as well, like development, motivation, performance, etc (Davidson, Evans, & Sicafuse, 2011).

The human development approach was born, in part, as a result of mounting criticism of the predominant development approach in the 1980s, which involved a close link between national economic growth and expansion of individual human choices. Many people recognized the need for an alternative development model for several reasons, among which are included:

- The existence of growing evidence against widespread belief, at the time, about the power of the trickledown effect of market forces to spread economic benefits and poverty eradication (Donnelly, 2009);

- The human costs of Structural Adjustment Programmes became more apparent;

- social ills (crime, weakening the social fabric, HIV / AIDS, pollution, etc..) continued spreading even against a strong and consistent economic growth;

- A wave of democratization in the early nineties raised hopes about creating people-centred models (Gibb, 2011).

How HRD Develop People, Support Them, Manage Them

In today's world, in business jargon, search the classifieds employment , during the study of careers, etc., frequently heard the term "human resources" to refer to the group of employees, workers, teams or personnel holding and generally boosts a company. This expression, which is a scientific and rational approach, has led scientists to neglect territories like soul, spirit and emotions, and to ignore the power they have to determine the fate of a company or business, taking people as any resource physical, financial or technological, which can be discarded (Choi, & Ruona, 2011).

Companies that depend on this tradition, which are the majority, are huge risks because the stimuli received by employees are negative or fear-based. Fear of punishment, to err, is to be liked not the boss, job loss and other factors. Very few owners or managers of a company provide positive incentives to their employees, so turn on their motivation for having a better performance. People are considered a cost and this cost must be administered. Most companies

are still operating today with these patterns. Cost reduction is the main stimulus that drives these organizations (which eventually will have to close its doors) (Davidson, Evans, & Sicafuse, 2011).

The best companies reach the soul of its customers, to encourage and forge vital emotional connections. When not provided an effective stimulus, relationships wither and the company began to decline, because its members lose sight that should be shared, you lose all the interests, values and beliefs that provides essential stimuli work experience. In addition to meeting the basic need of salary, people go to work by stimulating better esteem, social interaction, individual achievement, identification with ideals and successes of the company (Kowalski, Gassman, & Konecny, 2011).

Employees often lose their soul to their employers, they lose motivation due to lack of positive stimuli. They become parts of a machine that grinds endlessly. These organizations dehumanize its people and unfortunately also their customers. When customers realize they go. Humans are not resources to administer or manage because they are people able to surprise us with their creativity, talent, enthusiasm and inner values that they themselves manage to measure, as strength, patience , order, solidarity, energy, inspiration , joy (Gibb, 2011). Joy is an essential value in any commercial activity. The joy, indifference or counterpoint is all factors that determine the success or failure in the business.

The positive encouragement, motivation, are essential values in the members of a company, especially if it is in constant contact with the client, as it creates an environment that encourages the customer to buy. This means that we must seek ways to positively influence stimulating members of the company to hold them in their task by providing for example,

training and development stimulants. It means that the reward system should be stimulating, not only has to do with economics, how many times do congratulate an employee to a job well check. It means that managers, owners, or managers of a company or business must learn to positively stimulate their employees. Perhaps better developing human resources, people get a long life in the company (Choi, & Ruona, 2011).

The skill lies in the heart of the process of human resources management. All processes of human resource management are intended to attract, retain and develop competent personnel. However, the notion of competence is not always understood in organizations. Therefore, approaches to skills development often irrelevant and do not have the expected impact (Kowalski, Gassman, & Konecny, 2011). A motivated workforce is a key asset for an organization. Motivate staff to be one of the major objectives of human resource management. However, motivation is a complex phenomenon. It seemed useful, in this case, to focus on the theories of motivation to try to identify the levers available to the human resources department to develop and maintain motivation (Davidson, Evans, & Sicafuse, 2011).

Conclusion

No organization can succeed without some degree of commitment and effort of its members, especially in a world like today where the competitiveness challenges, intensified by the globalization of markets, forcing companies and institutions to make greater degree the initiative and creativity of its employees. The most important resource a company has is the Human Resource. Training and development is therefore an investment for the organization, for the results obtained from it benefit not only the employee, but also contributes to the

achievement of business objectives. Effective utilization of human resources in the present and in the future within the organization depends on the correct application of the training phases. The human resource development involves an ongoing effort to improve training and development, both personal and those of others, from a proper prior analysis of their needs and the organization. It is not to send people to training courses but of an effort to develop others. This work also allows establishing and recognizing future requirements, ensuring the company providing skilled employees and the development of human resources.

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Introduction

Every field has gained advancement in order to meet the need of time. Management has become an art with systematic methodology. A very innovative type of management which is spreading and prevailing in the organizations is Human Resource Management. An organization cannot put together a good team of working professionals without good Human Resources. Aristotle told us that 'the whole is more than the sum of its parts', this is certainly true when it comes to having all managers fully understanding the organization's recognized company arrangement and ensuring the alignment of management thinking… simply the process of ensuring that all managers are working and driving the organization in the same direction (Wright & Goodstein, 2007). There human resource management is significantly necessary for the development of managerial skills.

Discussion

Human Resource Management

Human resource management is the arrangement of employees and their work in an organization, it is the science related to human and its allocation in the workplace. Simply we can say it the management of human or people. HRM is a managerial system that tries to meet organizational needs to the potentials and capabilities of its workers. The responsibility of HRM is to handle people at work. This department is also responsible for bringing people in organization assisting them perform their work, compensating them for work and dealing with problems. HRM plays important role in forming organizations and serving them survive. Our world is an organizational world (Stahl, et.al,2012).

Personnel Management

Personnel management is a part of human resource management. It is defined as obtaining, using and maintaining a satisfied workforce. Though it is a significant part of HR management, it is not whole in functionality. Managing employee or system performance and aligning their objectives facilitates the effective delivery of strategic and operational goals. There is a clear and immediate correlation between using performance management programs or software and improved business and organizational results. It inculcates the process of planning, organizing and maintenance of employees. This department of management only report, advice and assist line manager for personnel matters (Bach,2009).

Development of Personnel Management

The extensively important role of personnel management is the transformation of it's into HRM with thicker functionalities. It has functions from one of concentrating on employee welfare to managing employee, which meets organizational and individual goals with intrinsic and extrinsic rewards. Therefore, HRM is the change and diverse form of personnel management. Although it has been suggested that HRM may be no more than 'old style personnel management with a new name' Storey identifies four features of HRM which distinguish it from traditional personnel management:

- It is explicitly linked with corporate strategy.
- It seeks to obtain the commitment of employees rather than their compliance.
- Employee commitment is obtained through an integrated approach to human resource policies (for example, reward, appraisal, selection, and training).

- Unlike personnel management, which is primarily the domain of specialists, HRM is owned by Line managers as a means of fostering integration (Bach,2009).

Personnel Management changes in context of HRM

Personnel management is a principally administrative record-keeping function that intends to establish and maintain even-handed terms and conditions of employment, while human resource management puts together the traditional personnel management functions to shared goals and strategies, and performs additional people centred executive developmental actions. The capacity of personnel management include functional actions such as manpower planning, recruitment, job analysis, job evaluation, payroll administration, performance appraisals, labour law compliance, training administration, and related tasks (Gilbert, 2012). Human resources management includes all these activities plus organizational developmental activities such as direction, inspiration, mounting organizational culture, communication of shared values, and the similar. Personnel management keeps aloof from central organizational activities, functions independently, and takes a reactive approach to changes in corporate goals or strategy. Human resource management keeps integrated with corporate strategy and takes a proactive approach to align the workforce toward achievement of corporate goals (Lengnick-Hall,et.al 2009).

HRM Functions and Tasks

The HR department functions with the major aim of inspiring and encouraging the employees to prove their determination and add value to the company. There are five main functions of HRM;

recruitment, motivation, planning growth, implementing HR policies and establishing fair work culture (Stahl, et.al,2012).

Recruitment

Selecting the suitable people from a large pool of applicants is an incredible responsibility. This engrosses an acute sense of perceptiveness while sifting through amasses of applications that come a company's way. After the short listing process is over, the HR department progresses to the task of scheduling and conducting interviews. At this point, the HR managers have to assess the candidate on different levels, right from their educational qualifications and capacity, to their character qualities. They may also have to relate various techniques of evaluation to zero in on the right people for the job. Accomplishing background checks on the chosen candidates may also come under the auspices of the HR department (Harzing & Pinnington, 2010).

Motivation

An essential charge that the HR department carries out is motivating the employees to excel at their work. Motivation for the employees comes mostly in the monetary form. The HR department has to assess employee performances, and devise an appropriate rewarding system. The rewards include equities, bonuses, increments, awards, complimentary vacations and flexible working hours. The HR team, with its motivational programs should seek to get the most out of employee withholding statistics, and implant a sense of bonding among the organization and the employees (Harzing & Pinnington, 2010).

Planning Growth

Human resource is the major asset of any organization, and it is up to the HR team to make the most of it by executing training programs to better the employee performance, and ensure that each employee tries hard to utilize his/her optimum capacity. This can be done by encouraging interaction among the employees that results in a healthy sharing of ideas and develops a good working environment. Also, employees must be encouraged to be more proactive when it comes to devising ways to increase the output (Harzing & Pinnington, 2010).

Implementing HR Policies

They have to implement various employee welfare schemes that offer support to employees at different levels. These may include maternity/paternity leave, work-from-home options, insurance schemes, employee welfare funds, recreational activities, etc. Promotions, transfers or expulsion of services are also tasks controlled by the human resource department. Promotions are conducted and are predominantly based on the overall performance of the individual, accompanied by the span or tenure he/she has served the organization. The human resource department also looks at lessening the attrition rate in the company by introducing policies that offer a good working environment with suitable compensation (Harzing & Pinnington, 2010).

Establishing Fair Work Culture

The HR department has to make sure that discrimination of any kind does not exist in the organization. The employees and members of the management should be made attentive of the

obtainable anti-discrimination policies. They have to see to it that every person working for the organization is treated on a fair and equal policy (Harzing & Pinnington, 2010).

Employment legislations

Employment legislations address the legal rights of employees and employers. Employment legislation is important because it elucidates the rights of both the employer and the employees. It provides them, with the proper channels, to follow in case their rights are dishonoured. It will also help encourage equality in the workplace and discourage mistreatment (Bell & Heitmueller,2009).

Sex Discrimination Act

Sex Discrimination (Gender Reassignment) Regulations 1999 given greater protection to people who have undergone surgery to shift their gender. The Gender Recognition Bill, which received its first reading in the House of Lords on 27November 2003 will give transsexual people recognition in their obtained gender (Bell & Heitmueller,2009).

Race Relation Act

Outlaws race discrimination (direct, indirect and victimization) in public authority functions not covered by the original Race Relations Act; it includes public functions carried out by private sector organizations and has only limited exemptions, Places a general duty on specified public

authorities, to promote race equality to include other bodies exercising public functions, to promote race equality to ensure their better performance of the general duty, Gives the Commission for Racial Equality (CRE) powers to enforce specific duties, Gives the CRE powers to issue codes of practice to provide practical guidance to public bodies on how to fulfil their general and specific duties ,Allows race discrimination claims to be brought against educational bodies direct to a county, Makes chief officers of police vicariously liable for acts of discrimination carried out by officers under their direction and control, Removes the power for a minister to issue conclusive certificates in race claims to the effect that an act of race discrimination was done for the purposes of national security and was therefore not unlawful (Arthurs, 2010).

Equal Pay Act

Equal Pay Act 1970, sought to eradicate discrimination in an employment contract in the Financial terms offered to each gender (Arthurs, 2010).

Disability Discrimination Act

The Disability Discrimination Act 1995, disability is defined as: A physical or mental mutilation, which has a considerable and long-term adverse effect on a person's capability to carry out normal day to day activities. As an employer we have a duty to make reasonable adjustments where any 'physical feature' of the workplace or any 'arrangements' made by or on behalf of the employer substantially disadvantages a disabled person compared to a non-disabled person. An employer has to takes such steps as it is reasonable in all the circumstances to prevent that

disadvantage. As part of the mandatory recruitment and selection training attendance is also

required on the DDA course at the university (Bell & Heitmueller,2009).

The Disability Discrimination Act 2005 extended the DDA 1995 in a similar way to the addition

of race legislation described above. Further positive common and specific duties have been

introduced to the public sector to improve disability equality one of which is to set up a

Disability Equality Scheme and Action Plan. In addition the University must: eliminate unlawful

disability discrimination and harassment, promote equality of opportunity and positive attitudes

towards disabled people, take account of people's disabilities (even if this means treating them

more favourably), encourage participation by disabled people in public life (Bell &

Heitmueller,2009).

European Working Time Directive; Employment Act

Under the EU's Working Time Directive, each Member State must guarantee that every worker

is entitled to: a limit to weekly working time, which must not exceed 48 hours including any

overtime, minimum daily rest period, of 11 consecutive hours in every 24, rest break during

working time, a minimum weekly rest period of 24 continuous hours for each seven-day period,

paid annual leave, of at least four weeks per year, extra protection in the case of night work. The

Directive also sets out special rules for working time in a small range of sectors: doctors in

training, offshore workers, sea fishing workers, workers in urban passenger transport (Hussein,

et.al,2010).

Employment Relations Act

The Employment Relations Act 2004 is mainly concerned with collective labour law and trade union rights. It implements the findings of the review of the Employment Relations Act 1999, announced by the Secretary of State in July 2002. The centrepiece of the 1999 Act was the establishment of a statutory procedure for the recognition of trade unions by employers for collective bargaining purposes (Arthurs, 2010).

Work and Families Act

The Work and Families Act 2006 ("the WFA 2006") sets out the framework for improvements to existing rights in relation to maternity and adoption leave, and pay, and flexible working rights from April 2007. The changes enabled by the Act are brought into force by the Maternity and Parental Leave etc and the Paternity and Adoption Leave (Amendment) Regulations 2006 SI 2006/2014, which amend the Maternity and Parental Leave etc Regulations 1999 and the Paternity and Adoption Leave Regulations 2002 (Hussein, et.al,2010).

National Minimum Wage; Data Protection Act

The National Minimum Wage Act 1998 ("the 1998 Act") introduced a statutory right to be paid a certain amount of remuneration for work performed. A qualifying worker who is paid less than the NMW for any pay reference period is entitled under his contract to be paid arrears by his employer. The Secretary of State has appointed HM Revenue & Customs ("HMRC") to act as enforcement officers for the purposes of the NMW. HMRC's enforcement of employers' obligations to pay workers the NMW is focused on the workers' right to receive what they are

entitled to. In the agricultural sector, agricultural wages officers in the Department of the Environment, Food and Rural Affairs enforce the NMW whilst enforcing the agricultural minimum wage. Agricultural minimum wage rates are currently set by the Agricultural Wages Board (Hussein, et.al,2010).

Human Resource Planning

The process of systematic functions in organized way to accomplish maximum utilization of human with other assets in an organization is human resource planning. HR planning is to make sure the best setting between employees and jobs with avoidance of any shortcomings. HR planning process include forecasting labour demand, analyzing current labour supply and balancing projected labour demand and supply. The HR plan needs to be supple enough to meet short-term staffing challenges, while adapting to changing circumstances in the business and environment over the longer term. Human resource planning is also a continuous process (Bhattacharyya, 2009).

HR Planning Strategy

HR planning strategies includes; determination of the overall organizational aim and tasks and their achievement, make sure sufficient human resources to meet the strategic goals and operational plans of organization - the right people with the right skills at the right time, keep up with social, economic, legislative and technological trends that impact on human resources in your area and in the sector, and stay flexible so that organization can administer change if the future is different than anticipated (Lengnick-Hall,et.al 2009).

Internal and External Planning Factors of HR Planning

 An organization's internal policies, nevertheless, directly impact how a business staffs its workforce and are controllable. Human resources planning consider these internal factors to ensure that the business gets the most talented employees at the right time. These factors include mission, culture, structure and funding. The external factors which affect HR planning are government policies, level of economic development, information technology, level of technology and business environment. Avoiding the external environment can have devastating effects on an organization (Lengnick-Hall,et.al 2009).

Recruitment and Selection Policies of HRM

HRM make sure the selection process is consistent, fair and cost effective approach in recruitment of candidates. The aim of the recruitment is to have right people in right time at right place or job to meet the demands of organization. The policies of HRM are compliance with organizational requirements, meeting with legal, departmental and equality requirements and to promote best practices. HRM also take account of the responsibilities of an employee and responsibilities of managers. Recruitment processes include advertising, job description and person specification. Selection processes include short listing, interview, presentations, in-tray exercises, psychometric testing and aptitude testing. Recruitments and selection endow with opportunities to departments such as supporting staff skill sets to initiatives and goals and planning for departmental and individual growth. Although there is effort involved in the hiring process, proper planning and evaluation of the need will lead to hiring the right person for the role and team (Gatewood, et.al,2010).

Motivation; Theories of Motivation

In HRM the term motivation refers to person's desire need to do the best possible job or to apply the maximum effort to perform allocated tasks. Motivation is significant in getting and retaining people. Motivation process starts with a need, an individual's perception of a deficiency .For example; an employee might feel the need for more challenging work, for higher pay, for time off, or for the respect and admiration of colleagues. Theories argue that humans are motivated by 'deficiencies' in one or more important needs or needs kind (Armstrong,2012).

Maslow's Hierarchy of Needs Theory

The hierarchy of needs, developed by Abraham Maslow in the 1940s, was arguably the most famous need theory, 'intuitively appealing' to those interested in work behaviour. There are three sets of needs at the bottom of the hierarchy can be grouped as **'deficiency needs'**, which must be satisfied in order for a person to be comfortable, while the top two sets can be named **'growth needs'**, which focus on the growth and development of an individual (Armstrong,2012).

Alderfer's ERG Theory

Another very main theory of motivation is the ERG Theory, which was developed by Yale psychologist Clayton Alderfer. The ERG Theory, E stands for Existence Needs, R for Relatedness Needs and G for Growth needs, has many aspects that are very similar to those of Maslow's hierarchy of needs, although there are still a number of very important differences (Armstrong,2012).

The Expectancy Theory

The Expectancy Theory projected by Victor H. Vroom in the 1960s, somehow spots more on highly personalized rational choices that an individual makes when dealing with the prospect of having to work hard to achieve rewards (Armstrong,2012).

Adams' Equity Theory

Regarded as one of the 'justice' theories, Equity theory was proposed in 1962 by John Stacey Adams. It endeavours to explain the satisfaction that derives from the fairness and equality that a manager brings to his/her employees (Armstrong,2012).

Path-Goal Theory

This theory demonstrates that a leader needs to increase employees motivation by making sure that they know there is a path to attain what they want to achieve. This theory has two main points; the leaders' behaviour and also the use of rewards to meet subordinates needs (Armstrong,2012).

Management of Exit in HRM

When it comes to terminating employees, HR can help shape the process, guide the conversation and reduce potential damage to both company and employee. But it can't take for granted the responsibility nor make the task pleasant for anyone involved; however HR is always a significant part of any termination in any company. When the employee plans to go ahead with their retirement, HR prepare for their departure by organising a gradual handover of their

responsibilities. However, if they want to keep their involvement in some way, there is nothing to stop you asking them to sit as a non-executive director on your board after retiring, or re-employing them as an adviser (Werner & DeSimone, 2011).

Conclusion

The role of human resource management in organization is tremendous; it deals with the numerous functions in the favour of both employees and organization, it is a linkage between employees and organizations which confront the organizational and workers needs. Organizations regularly complete financial plans to certify they attain organizational goals and while workforce plans are not as common, they are just as important, this important responsibility is taken by HRM.

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