

A comparative analysis of Human Resource Development (HRD) in Public and Private Organizations in the State of Jammu & Kashmir

Towseef Ahmad Rather¹, Mohd Yousf Rather², Saba Ahasan Bhat¹,
Sheikh Imtiyaz Ah.³

(¹Department of Social Sciences, India / IGNOU Delhi)

(²Department of English, RACE Anantnag, India/Kashmir University Srinagar)

(³CEO, India/ Comtech Group Srinagar)

Abstract: The title of my paper is “Comparative Analysis of Human Resource Development in Public and Private Organizations in the State of Jammu & Kashmir” which is based on the research study entitled as “A Study on Comparative Analysis of Human Resource Development in Public and Private Organization in State Of Jammu And Kashmir”. The main objective of the present study is to take cognizance of the development of HRD in State of Jammu and Kashmir. This has been done by establishing a comparative comparison between Private and Public Institutions in the State of Jammu & Kashmir India, regarding the extent of implementation of Human Resources Management and Development (HRMD) practices. The data for the study was collected through a questionnaire comprising items mainly related to recruitment and placement, training and development, performance appraisal, compensation and benefits and employee relations. The study is a qualitative case analysis. It aims to see the similarities and or differences between a public and a private institution in the state Jammu & Kashmir with respect to the implementation of latest practices in the development of human resource. In this paper some of the main findings of the study have been summarized and some important recommendations for the betterment of human resource have been presented.

Finally an HRMD modal has been presented for the development of human resource practices which is completely a novel creation of the research scholars of this project and is hypothetically recommended for better results.

Keywords: Human Resources Development HRD, Human Resources Management and Development HRMD

I. Introduction

Intellectual work is basic to any organization's performance, including the organizations, and the existence of them fully depends on knowledge, skills, competences and attitudes of the intellectual workers. Professionally trained, motivated and contributory personnel are the very crucial precondition for successful implementation of human resource mission and realisation of institutional functions, development and strategies. Goals of learning and growth of the organization's personnel describe how the composite of people, technologies and the organizational climate promotes the accomplishment of the strategy. At individual level, investing in human-resources promotes the growth of knowledge, skills and abilities, encouraging development and growth of the employee. On organizational level, it results in increasing productivity and efficiency. On social level, higher educated and developed individuals together with more efficient organizations provide growth of culture and economy, as well as improve the well-being of society.

Since in this regard Jammu and Kashmir is one of the backward areas and least attention has been paid towards the development of competent human resource. Although different governmental and private organisations are working in Jammu and Kashmir, yet the performance of these organisations is not coming up to the expectations of the administration as well as the public. A lot of work is still to be done in this respect with regard to the human resource development, particularly in backward areas like Kashmir.

In this respect my proposed research might be of some importance. And can pave the ways for further development of human resource with the implementation of latest technological skills, development of positive attitude and the establishment of satisfactory work culture. It is an established fact that when the shortcomings of any organization are detected, appropriate remedial measures can be taken to overcome those shortcomings. My proposal is to locate the loop holes and point out the shortcomings in the human resource management of private and public organization in state and as a result some generalised special references shall be made with reference to whole Jammu and Kashmir.

II. Literature Review

Expectedly the observations to be concluded on the completion of the project shall be of a great importance for the govt. Administration, private Management and the society as a whole. Organization's most valued assets - the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2006). Development of human resource management systems in public sector organizations can be analysed by using several models (Ban, 2005). In the **strategic human resource management model** managers of personnel management departments or services work as full-fledged members of the organization's management team, merging the strategy of personnel and human resource management with the mission, goals of the organization and the institution's working strategy, therefore making human resource management a part of the organization's strategic planning process. The term "human resource strategy" usually applies to a set of coordinated decisions and actions which formulates and directs human resource management (recruitment, positioning, utilizing, developing and rewarding) in the context of achieving the organization's goals. In this process the understanding of human capital as a value of the organization becomes important. Human capital is characterized by the knowledge and skills of employees that can be considered as the most significant resource, particularly in intellectual organizations. Intellectual work is crucial in the performance of a public sector organization as an intellectual organization, and its existence relies greatly on the intellectual abilities of personnel members. Different approaches in the achievement of strategic management of human resources are reflected in the human resource management's priority of either "humans" or "resource". "Hard" human resource management emphasizes the aspect of "resource" and sees a firm integration of human resource politics, systems and activities in the organization's strategy as crucial (Hendry & Pettigrew, 1990). From this point of view a person is perceived as a passive resource that holds the necessary skills and is available for an appropriate price, instead of being perceived as a source of creative energy; personnel recruitment, assessment, development and rewarding is done for the purpose of establishing the organization's performance, and the actions towards human resource development are subordinated to strategic goals of the whole organization (Gubbins & Garavan, 2005). "Soft" human

Resource management is based on the epistemology of human relations and emphasizes the importance of communication, team work and employing individual talents (Poole & Mansfield, 1994; Legge, 2005). P.F. Drucker (2007) draws attention to six factors that are vital to productivity of intellectual workers, but as the demands of the intellectual worker's organization and performance environment vary, these factors may have a different influence and prospects of achievement. Considering that the decisions of PA are being made and services are provided according to restrictions and priorities formulated by the politically administrative system, the most important factors that influence labour productivity of public administration's intellectual workers are the employee's understanding of the core of the task and the goals to be achieved; a chance to take part in and contribute intellectually to the management processes of both their work and the whole organization; a chance to continually learn and develop; the selection of qualitative work assessment methods; work conditions and the organization's inner culture that is both motivating and promotes a creative work atmosphere. During the creation of the organization's strategy attention is paid to the production of a human resource development program (recruitment, learning and career development) - it forms the human capital of organization. Most human resource development programs try to satisfy the needs of all workers, and therefore employees whose work is strategically significant for the organization do not receive enough investment. In the **strategic job family model** an organization focuses human resource development programs on several critical jobs that have a significant impact on the accomplishment of strategy, therefore ensuring a rapid process of actions and a rational resource spending. However, this approach also describes up to 90% of workers as "non-strategic", and the organization might end up ignoring their reasonable need for development. The **strategic value model** (Kaplan & Norton, 2004) holds a premise that the job of every worker is strategic - a strategy contains values and priorities which can be included in the goals and actions of every worker.

Personnel assessment is closely related to further development of employees. Assessing the performance of a worker in the previous period can help identify areas which need improvement, while the assessment of potential allows identifying the competences which may be crucial in successful development of the worker's further career. The study that was carried out in several European countries (Mathews et al., 2001) shows that the worker's education needs are usually influenced by decisions of the supreme management and direct managers, thus pushing most other methods aside. That might lead to a conclusion that learning might be a process imposed by management, while it can also be interpreted as the assurance of strict management in matters of education quality. A variety of assessment methods for education needs can reduce the influence of subjective methods and the management's control processes. Another important aspect of assuring a wholesome effective civil service management, including the development of human resources, is the approach of either centralization or decentralization of matters of personnel management and development in the Public Administration (Pollitt & Bouckaert, 2004). Traditionally the Public Administration systems tend to have a centralized personnel management. Organizations (institutions and agencies) have a relatively low chance to

choose their personnel management system freely and develop it; they are obliged to function according to the current civil service law. Matters of administration of the civil service, organising tests for recruiting and promoting, creation of a work pay policy and other functions are the responsibility of centralized structures (e.g. The State Civil Service Administration). It also ensures coordinated actions of organizations, objectivity and precision as well as high professionalism, but it also creates flaws such as bureaucracy, delays and the inability to adapt to changes in external environment in time.

Human resources development is a continuing process comprising three interdependent components:

- Investment in human resources to enhance productive capabilities.
- Utilization of those human resources to produce increased output.
- Participation of the human beings who have improved resources (better education, better skills levels etc.) In the consumption of that increased output through a better quality of life (See fig 1.1)

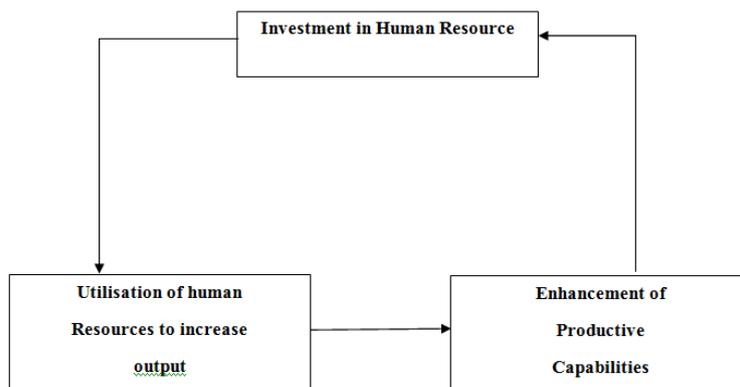


Fig 1.1

Sustainable human resources development must involve all three components, as seen in the diagram above. At a national level, investment in human resources must be turned into effective utilization of those human resources if national output is to be increased on a sustainable basis.

At an individual level, investment in human resources improves earning capabilities. Therefore individuals and families have more money to do many things including pay for their own further skills development. There is a very strong link between investing in human resources development and improvements in the quality of life. Improvements in nutrition, health and education are key elements of an improved quality of life and must be considered important investments in human resources, particularly in Investment in Human Resources Utilization of human resources to increase output Enhancement of productive capabilities. Developing countries, Human beings cannot be developed if they do not have enough food, are in poor health or cannot read or write. For developing countries, it is extremely important that all members of the society have access to human resource development activities, especially the poor, women and populations in rural areas.

Participation and choice are key elements in this view of human resource development. The financial reward obtained from participation in production activity is the main way that individuals are able to participate in the quality-of-life benefits that are created by development. Increased job satisfaction and a sense of personal worth arising from increased productivity are also very important contributions to quality of life. The enhanced capabilities created by development enlarge the choices made available to both individuals and nations.

Historically, HRD has referred to developing human resources in order to increase economic productivity and therefore a nation's wealth, which is, very closely linked with economic outputs. However, within current definitions and discussions, especially in the context of developing countries, there is more emphasis on the human aspects of HRD. So, in the development context the meaning of the term's human resources development and human development are very much interconnected.

Basic points for successful Human Resource Development

2.1. Recruitment and Placement

An important function of HRM is to ensure that the organization has an adequate supply of human resources to all levels and in all positions at the right time and in the right place to do the jobs that have been properly identified and described.

Kleiman (2000) defined human resource planning as an HRM practice that helps managers anticipate and meet changing needs related to the acquisition, deployment and utilization of its employees. Noe et al. (2004) stated that the first step in human resource planning is personnel forecasting. Forecasting attempts to determine the supply of, and demand for, various types of human resources to predict areas within the organization where there will be labour shortages and surpluses.

Hill(2000)mentioned thathigher education institutionshave begunadopting corporatestyle human resource managementpractices such as careful recruitmentand selectionof staff, extensive use of systems and communication, teamworking,individualresponsibility for trainingandlearning,moreparticipation in decision-making and use of performance

Itwasalsopointed outthatbecause of datainformation andtechnology,theneedto updatetheworkers toadjusttoaveryfast changingenvironmentis vitalin order for the organization tocompete,survive,andexcel. Moreover,gapsinknowledge, skillsandattitudes canbefilledinevenwiththeminute'sreference bookinanoofficeoffactorybookshelf orbya professional helpingintraining,patching, and counselling programs.

They alsoexpressed theneedforneeds assessment prior tothe conductof aprogram. Needsassessment consistsofanorganization analysis,personanalysis, andtaskanalysis?

2.3. Performance Appraisal

Kleiman(2000)definedperformance appraisal as theassessment of employees'job performance levels.Aneffective performance appraisal system can create competitive appraisal andperformancemanagement techniques

2.4. Training and Development

AccordingtoNoeetal.(2004),inthe economics ofwork, theforwardlooking management isonewhichprovidesopportunities fordevelopmenttohumancapital.Employeescan bebestpartners inanyenterprise ifthey are maximally developedandwhentheyreachtheir optimumpotential.

According to them,job applicantswhen hired,consciouslyorunconsciously,thinkofhow theycangrowingandonthejobandorganization. It isnot enoughthat whateverknowledgeand skillsemployees bringtotheirorganizationwhen newly hired are fullyutilized. They should acquireadditional capabilitiesformore responsibilities intheircurrentandfuture positions.Advantagebyimprovingemployeejob performance intwoways:bydirectingemployee behaviourtowardorganizational goalsandby monitoring thatbehaviourtoensurethatgoalsare met.

A goodperformance appraisal system reinforces an organization's strategicbusiness plan by focusing attention on employee'sprogress towardmeeting theirportion ofplan.In effect, appraisalssystem lets employees know whatisexpected ofthemindthuschannelstheir behaviour'sto properdirections.

Thestudy ofShepherdetal(2009) revealed thatregularandfrequent performanceevaluations arearoutinepart oflifeformarketing faculty, whatevertheirinstitutionalaffiliations.

2.5. Compensation and Benefits

Jobevaluationisaimedatdetermining relative worthofajob.Itcomparesjobstoanotherbased ontheircontentwhichisusually definedin termsofcompensable factorslikeskills, efforts, responsibilitiesandworkingconditions.

AccordingtoNoeetal.(2004),incentive payispaidtoindividualperformance, profits andothermeasures ofsuccess.Organizations selectformsofincentivepaytoenergize,director controlememployees' behaviour.Itisinfluential becauseheamount paidislinkedtopredefined behaviour'soroutcomes.

Dessler(2000)mentionedthatincentives are usuallypaid to specific employees whoseworkisabovestandard.Employeebenefits,on theotherhand,areavailable toallememployees basedontheirmembership intheorganization. Therearefour typesofbenefit plans: pay supplements, insurance, retirement benefitsand services.

2.6. Employee Relations

Employee relationsinvolve thebody of workconcernedwithmaintaining employer-employee relationships thatcontribute to satisfactory productivity,motivation,andmorale. Essentially, employee relations are concerned with preventingandresolvingproblemsinvolving individualswhich arise outoforaffectwork situations.

Conflicts intheinstitutionsneedtobe addressedimmediately. According toJocano(2001),the mosteffectivemethodofresolving workers'grievancesagainstmanagement and management's grievancesagainstworkers isthe informaldialoguebetween theaggrievedworker orhisrepresentatives andmanagement representatives.

III. Conclusion

The conclusion of the study indicated; a) Leadership performance at Private sector is higher than Public sector organization. b) The leadership roles in private sector bank were significantly higher on all the ten competencies as compared to public sector bank. Results are evident in this regard. c) The leadership roles in private sector hospital were significantly higher on strategy, communication, relationships, delegation and

confidence as compared to the public sector hospital. d) The leadership roles in public sector airline were significantly higher on strategy, knowledge, learning, influence, relationship, integrity and confidence as compared to the private sector airline. Findings further report that 360-degree assessment tool provides more accurate and justified evaluation of an individual's competencies to judge his performance as a leader. Further it has been concluded that leadership development is an essential element to improve the organizational infrastructure. Training of public and private sector professionals must incorporate leadership skills and knowledge to augment the overall competency of the workforce. Despite all concerns, we believe that the enhancement of Leadership Role and Competency is a unique and groundbreaking contribution that can be used by both public and private sector organizations. Developing qualified and able public and private sector leaders is a critical step in building the infrastructure needed to address organizational challenges in both the sectors. On behalf of this study, it was observed that proper HR practices are not followed by the most of organisations irrespective of their public or private status. It was found that private sector banks are having, to some extent, satisfactory leadership performance as compared to public sector organisations. As for the employee-employer relationship proper HRD mechanism is not followed. It is inspirational that some or all of the HRD mechanisms are being used by all the co-operative units. In case of compensation and benefits, the relationship between the employee and the employer are lacking mutual understanding, trust, confidence and loyalty which affect the working of employs badly.

IV. Recommendations

On behalf of this study; it was observed that proper HR practices are not followed by the most of organizations irrespective of their public or private status. It was found that private sector banks are having, to some extent, satisfactory leadership performance as compared to public sector organizations. As for the employee-employer relationship proper HRD mechanism is not followed. It is inspirational that some or all of the HRD mechanisms are being used by all the co-operative units. In case of compensation and benefits, the relationship between the employee and the employer are lacking mutual understanding, trust, confidence and loyalty which affect the working of employs badly.

- ❖ To improve the quality of HRM, leaders must change the paradigm shift from Manager to Leadership is essential in all the public and private sector organizations. There is coordination needed in every part of the HR departments by which the mission of an organization should be got accurately and smoothly. Within public sector, the leadership style is still Hegemonic/Autocrat and has not entered the area of International phenomenon of leadership till to date. There is need to switch over participative and democratic style of leadership.
- ❖ Organizations should ensure that communication process should flow in all directions, upward, downward, in parallel just as of concept of 360 degree Feedback to reach out desired results from the employees. By which the role and responsibilities of leader is becoming complex.
- ❖ Leadership needs assessment for improvement. For improvement of behaviour skill and traits, training, development of personality to perform better leadership roles, frequent use of 360 of feedback assessment should be made in organizations from all sectors upward, downward, and parallel also to get feedback from down lines of organization.
- ❖ In? Developing pay systems and other incentives, the public sector is not usually able to compete with the salaries offered by private employers, like HDFC Bank and Khyber hospital especially those of highly-educated personnel, doctors and managers. However, pay increases may be necessary to prevent an outflow of highly-qualified personnel in private organizations.
- ❖ Regular monitoring and evaluation of strategic actions is a crucial part of the process and is a tool for continuing development and improvement. This tool should judiciously be utilized in every organization.
- ❖ Public and Private sector Bank's Leaders in India and state of Jammu and Kashmir need to compete and excel across ten common competencies/roles which will provide subsequent outcome of better human service:
- ❖ The Public and Private sector educational institutes need to be trained for improvement of their leadership competencies which will result into performance of educational activities in better way. They need to make good and cheap fee structure in the educational institutes.
- ❖ The Public and Private sector Hospital in Jammu and Kashmir must be able to engage in new thinking and help executive management to develop new direction to successfully

competitiveness in an increasingly challenging environment. They need to explore strategies to measure progress through a set of "vital signs" and continually redirect the organization to respond to change and opportunity. Hospital CEOs and their boards must build and sustain vibrant, trust-based relationships in order to successfully navigate the opportunities and challenges in today's complex and fast-paced healthcare world. Trust is a result of high integrity, clear and consistent communication, well-defined roles and responsibilities, and well-articulated performance expectations and accountabilities. Hence they need to explore the dynamics of building a board/CEO relationship where the best skills and resources of each are used to develop synergistic leadership that inspires confidence and drives high performance.

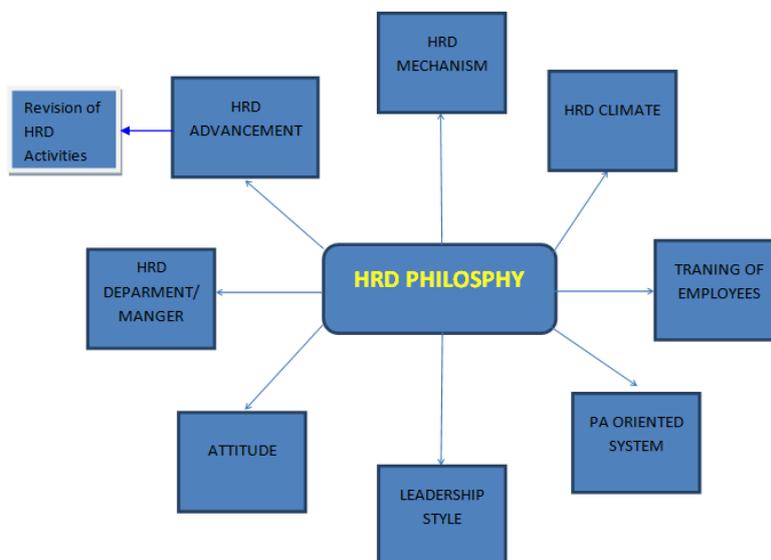
Suggested New HRD Model:

On the basis of the findings of the present research, the following new HRD model is suggested applicable to all types of Organizations. This model contains the following 10 elements.

- 1) HRD policies & philosophy for the basic development of organization by which organizations attain their mission.
- 2) Introduction of HRD mechanisms very clearly between employees and employer.
- 3) Creation of HRD climate with a basic culture in the organization.
- 4) Need based Training facilities offered to the employees to gain objectives clearly which shall be start with the induction training programme?
- 5) Introduction of suitable Appraisal system characterized by HRD Oriented to gain better outputs from the employees.
- 6) Creating a "Developmental Leadership Styles" among the managerial employees by which subordinates remain under organizational rules and regulations.
- 7) Inculcating counselling attitude in the managerial employees.
- 8) Assignment of HRD tasks to the HRD department or an independent HRD manager shall work for it.
- 9) Periodical review & revision of the HRD activities shall be taken by which follow remain smooth.
- 10) Enhancement of the system on regular basis.

The success of the model will depend upon the quality, sincerity, honesty, rigorousness, perseverance and patience of the people implementing the same. The positive environment in and outside the organization is a pre-requisite for the same. All models ultimately are good or bad, as the people implementing it. Hence a conducive HRD climate needs to be created and maintained for sustainable growth of the organization. The new HRD model will be helpful in the competitive environment. However HRD being a smooth social science its success may vary from place to place, organization to organization, and situation to situation and time to time.

Ess Tee's New HRD Model



Acknowledgement

I sincerely enter my gratitude to *Prof. Mohd. Yousf Rather, Mr. Mehrajud Din, Miss Khalida Akhter and Mrs. Rifat Hameed* for his dedicated supervision and guidance, which has played the major role in the completion of this Research Paper

Towseef Ahmad Rather

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