

## GLOBALISATION AND HUMAN RESOURCE DEVELOPMENT IN INDIA

Dr. Mrs. Elena Philip\*

Mrs. Anthonima K. Robin\*\*

### **Abstract**

*Human resource development is the primary and most effective means for transmitting essentially useful knowledge from one generation to another. The concept of human resource development includes all the activities and processes undertaken to promote the intellectual, moral, psychological, social, cultural and economic development of the individual. It helps human beings to acquire the maximum level of potential and assist them to become a vital resource of the society. The paper raises important issues relating to competitiveness, employment, globalisation and human resource development and examines the connection between human resource development, economic competitiveness and globalisation. The paper suggests strategies for human resource development and economic competitiveness under globalisation.*

\* Research guide, Head, Dept. of Economics, St. Aloysius College (Auto.), Jabalpur.

\*\* Research Scholar, Asst. Professor, Dept. of Management Studies, St. Aloysius College (Auto.), Jabalpur .

## Introduction

The concept of human resource development includes all the activities and processes undertaken to promote the intellectual, moral, psychological, social, cultural and economic development of the individual. It helps human beings to acquire the maximum level of potential and assist them to become a vital resource for the society. Human resource development attempts to identify the hidden or special qualities in people, to develop their competencies and to bring about changes in the whole system. These steps may improve the skills of the human beings and prepare them to meet emerging challenges more confidently. It ensures the achievement of individuals, organizational, social goals. It assists the people to understand their role better. It not only increases the skill of the people but also improves their capabilities in utilizing other resources better. Human resource is the real wealth of the nation. The human resource of any organization can be considered the most significant 'input'. It is through human resource that all other resources are acquired and used. The construction and fall of world civilization in every era depends on human being. The four elements in management are man, materials, machine and method. Out of the 4 M's, man constitutes the most important and significant factor. It alone has unlimited potentiality. In the era of globalization the corporate sector strives for the vision of 'Global excellence through human excellence' (M.G.K. Murty, 2001).

### OBJECTIVES OF THE STUDY:

1. To study the impact of globalization on HumanResource Development.
2. To study the Challenges of Human Resource Development in India.
3. To provide suggestions for effectiveHuman Resource Development.

### Research Methodology:

The study has been based on secondary data. This study relies on data from the authorized Indian statistical database - RBI Bulletin, Economic Survey of India, Working Papers, Review of World Economics, Human Resources ManagementJournal, The Indian Journal of Labour Economics, International Labour organizations and from the website of google.com and the Ministry of Human Resources, Government of India.

Human resource development is the primary and most effective means for transmitting essentially useful knowledge from one generation to another. Greater coverage and better quality education at all levels from basic literacy to hi-tech science and technology is the essential prerequisite for raising agricultural and industrial productivity, stimulating growth of manufactured and service exports, improving health and nutrition, domestic stability, quality of governance and attacking poverty. Resources are factors for producing wealth. As producer of wealth, human resource has both macro and micro level application. The emerging literature on human resource development reflects a 'multi-disciplinary' and 'multidimensional concept'. A number of references that have appeared on the subject recently contain diverse ideas on conceptualization, dimensions and strategies for human resource development. We should understand the meaning of human resource and after that human resource development from macro or national point of view. Human resource means sum of knowledge, skill, creative abilities, talent and aptitudes obtained in the population. From micro or organizational point of view, human resource is defined as the aggregate of productive capacities of employees as reflected in their inherent and acquired knowledge skill, creative abilities and talents, including their aptitudes and attitude to the work. (C.B.Memoria, 1988). Thus human resource means the energies, skill, knowledge and physical strength of people at work.

Human resource development is a people-oriented concept that focuses on developing the skills, knowledge and competencies of people. Human resource development can be applied both at the organizational level as well as the national level. Various authors have not yet been fully successful in conceiving the whole concept of human resource development. They have defined the term from their standpoint due to the fact that it is a recent concept and therefore is still in the conceptualizing stage. In terms of organizational design and human resource management, globalization means that there is need for more 'responsive' and 'flexible organizations' and employees. Globalization has led to global division of labor. Most organizations now especially in the West are making new site selection decisions which are driven by business needs and opportunity exploitation. Globalization has a major impact on the management of human resources in developing countries including India. It has led to homogenization and convergence in organization strategies, structures and processes as well as in consumer choice. With

accelerating globalization, organizations have had to change and new trends have set in even in the management of human resources.

Human resource comprises the value of the productive capacity of entire work force of any organization. Human resources planning determine the human resource needs of the whole enterprise and its every department for a given future period for the various operations envisaged in connection with the accomplishments of the organizational objectives and development goals. It portrays a future picture of distinct activities, tasks and proximate events over a definite future period for the effective actuation, for which human talents, skills, knowledge, and abilities are identified, development, strategies and programmes are formulated and the future contributions individually and collectively, are anticipated. Human resources planning is the predetermination of the future course of action chosen, from a number of alternative courses of actions for procuring, developing, managing, motivating, compensating, career planning, succession planning and separating the human element of enterprise. Manpower planning is envisaged in accordance with the future manpower needs. For the determination of the future human resources needs forecasting and human resources audit would be helpful. Forecasting is generally used to estimate the future human resources needs, while the current human resources capabilities are assessed with the help of human resources audit. On the basis of the present human resources capabilities and the future human resources needs, human resources planning for a given future period can be formulated it has forced organisation and their human resource functions to redefine their strategies. It pertinent for the organisation to become more adaptable, resistant, and agile and customer focused. And within this change in environment, the human resource manager needs to focus on strategic personnel retention, talent development, an employee advocate and a change mentor within the organisation. Therefore it becomes imperative for human resource management in the healthcare industry to formulate effective and immediate human resource strategies and practices to combat HR issues arising in the 21st century. Employees and organizations will experience inevitable change.

Human resource development enhances employee competence in their jobs by increasing knowledge, abilities, and skills. In this environment, the employee will be primarily responsible for career development but the company will also have responsibilities that include clearly stating the company's corporate strategy, its goals and providing information about its business.

The organisations must follow those types of strategies which help in accomplishing organisational goals with an addition to develop the human resource. Developing the skills of this carefully chosen staff is essential to achieving business strategy. Continual education for employees is one of the most vital organizational strategic goals. When the right people are hired and their skills are developed on an ongoing basis, the human resource manager is insuring the staffing needs for future projects and goals. It only makes sense to keep good quality people and develop their skills to be exactly what you need. Their ability to adapt and change for newer projects will be a reflection of the development preparation that they have received. Education, particularly higher education plays a critical role in the development of people and a nation. Through its provision, a nation is able to develop a core of highly qualified and skillful manpower to meet its technological and developmental needs. For a developing nation like Ghana, the provision of higher education cannot and should not be taken for granted.

Employees need to have good people skills in every organization. This certainly helps them to relate to customers. It also aids the organization by having a staff that can work well together. The development of human-relation skills can help to improve communication, which decreases conflict in the long-run. In globalize scenario, every country is concentrating on its 'human power'. With the help of qualitative human resource a country can face challenges regarding worldwide competition, quality, creations etc. Hence, modern management has become an important aspect in very field of production in industry, trade, service sector etc. Human Resource Development plays a crucial role as a modern management. In this connection, an awareness regarding human resource development is unavoidable part of a whole institutional as well as individual life. There are different views for understanding human resource development problems in various countries. By experiencing challenges in that present time, a country always tries to reschedule managerial structure. Human resource development is not an exception but it is an essential part of this effort. While taking into consideration a concept of globalization, it is necessary to understand again and again a concept and history of human resource development. In developed as well as developing countries are very much serious about human resource development for building of the best nation. Since industrial revolution had planted Personnel of management science are very much notable for whole world. The success of an organization significantly depends upon the manner in which it manages human potentials.

The main starting point of this article is that the basic resource of modern business operation is the human and that the development of employees as the most important function of human resource management in knowledge economy, represents essential change in approach to the human as the key organizational resource of gaining competitive advantage. The present process of our transition, transformation of collective ownership into different forms of ownership, inclusion into global trade flows, foreign investments into national enterprises, etc., requires radical changes and stand on human resources, manner of their application, development and management. Employee development is built into the foundation of the very concept of human resource development. Thus, it is one of the key indicators of differentiation of the human resource management and the personnel-staffing function. In contrast with personnel staffing function, which is mainly oriented to provide with staff of appropriate qualifications and their adequate distribution onto workplaces, human resource management is based on dynamic perception of employees, with the employees being treated as important resources which need to be adjustable to changes from the environment in order to perform the function of achieving competitive advantage. Indeed, the modern concept of human resource management is characterized by developmental and dynamical orientation toward the employees, as compared of the staffing (personnel) function primarily focused on administrative and normative regulations. Moreover, human resource development as a strategic and generic function belongs to managerial responsibilities, rather than to the staffing functional organizational unit. Employee development as a long-term and planned activity affirms the strategic nature of human resource management, which relies on the strategy of the enterprise.

In modern economy, human resource development is a permanent category constantly conditioned and shaped by the business environment and the numerous intense changes it contains. In such economy, human resource development becomes a priority and has strategic importance for any actual business system. Due to strategic management of human resource development, enterprises directly connect their investment into human capital with the results of their business operation, which is indeed the purpose and goal of developmental strategy. This is the only way for the strategy of human resource development to be in accordance with the requirements of implementation of the business strategy and to influence proactively the creation of a future business strategy.

Globalization of business is another important aspect of change which takes place in the business environment of today necessitating a human resources approach to manpower. It is not only those Indian firms operate and compete abroad, but they have to compete with multinationals and foreign firms in India itself. Business philosophy, skills, expertise, efficiency and particularly global corporate citizenship philosophy fostered by internationally successful firms necessitate Indian firms to deliberately update their perspective to suit the internationally emerging trends. In conformity with the human resources approach emerging globally, Indian managers must also foster a human resources philosophy to guide their management practices. Moreover installation, monitoring of machines, production, operation, maintenance and controlling the operations need large number of trained and skillful people. Technicians, repairers and service people are also necessary. The more the technical development and automation, the more would be the dependence on human beings. There would, therefore, be greater need for humane approach to manpower. Similarly use of more capital intensive methods would result in greater productivity of men necessitating greater motivating and greater human resources approach of management. Human resources manager is a key manager in an organization. He is the one who formulates human resources policies, strategies, and plans. It is he who provides direction for all the human resources activities and he ensures implementation of human resources plans, policies and strategies through the managers in various deponents and at various levels. Of course, formulating human resources policies, he gets the direction from the top management. He directly reports to the top management regarding all the personal policies. By virtue of his pivotal position of, directing all the manpower policies and strategies relating to all the functional areas, there need not be any controversy about his position in an organization. He is, and he must be, a line executive (operating executive) who is aware of all the functional areas directing the people at work. If the chief executive of a company or a financial executive, is a line manager, human resources manager is also a line manager since he is directly involved in understanding, guiding and managing the operating people. If the HR manager fails, the whole operation fails. Managing people is the most crucial aspect of management. Human resources manager is not only involved in planning, recruiting or placing the people, but developing, training, motivating, actuating, redeeming by counseling, appraising, and so on. Actually speaking, he plays a pivotal role in an organization. Many important functions are to be carried out by the human resources management in the context of an organization. Globalization refers

to an increasing level of interdependence among the countries by a number of ways like free flow goods and services, free movement of labor, different sectoral and political openness, military alliances, etc. It is a buzzword in today's world, yet the degree to which different countries around the world should become integrated remains a matter of controversy. With the advent of Globalization, the developing countries have taken a number of structural adjustments and different measures to achieve competitiveness, efficiency in resource allocation and development of human resources. Human resources are the catalyst of development for a country and the government of a country should lay high emphasis for the development of its human resources. But there is a fear that most of the rapidly growing populated developing countries will not have enough purchasing power at the disposal of their consumers to enable them buy the imported food (**Haq, Khadija 2002**).

Globalization is a process of increasing interconnectedness of individuals, groups, companies and countries. Its impact on trade and human development is immense. Trade liberalization throughout the world is a direct outcome of globalization and it has an enormous and direct effect on human resource development. Human resource development is a people-oriented concept that focuses on developing the skills, knowledge and competencies of people. Human resource development can be applied both at the organizational level as well as the national level. Various authors have not yet been fully successful in conceiving the whole concept of human resource development. They have defined the term from their standpoint due to the fact that it is a recent concept and therefore is still in the conceptualizing stage. Globalization has led to changes in organization design and organization structures are leaner thus improving efficiency but having a negative impact on staff numbers which have had to be reduced. This means employees have been retrenched in many sectors like telecommunications, Railways, agriculture and the Indian public service sectors in order for those organizations to gain competitive advantage. Reward management systems have changed and even the human resource planning strategy is to have a leaner staff in the core areas and to hire part time workers in a bid to reduce costs and to enable the business to run profitably and efficiently. Globalization is leading to homogenization and convergence in organizations' strategies, structures and processes and in consumer choice, along with a new global division of labor that widens the income gap between the 'haves' and 'have not's' both within and between societies. A



technological revolution involving the creation of computerized network of communication, transportation and exchange is the presupposition of a globalized economy, along with the extension of a world capitalist market system that is absorbing evermore areas of the world and spheres of production, exchange and consumption. The technological revolution presupposes global computerized networks and the free movement of goods, information and people across national boundaries. Globalization is also seen as changing organizational structures where expenses can move up or down as the business climate dictates. Human Resources departments are transforming as the modern business faces numerous and complex challenges, and exploit opportunities. The transformation of human resources today is a direct call of the rapid changes within businesses due to factors such as globalization. In the global competition within the flat and connected new world, decision making in organizations has become increasingly intricate and convoluted. The new global world has widened the talent pool for excellent and marginal workers, and for permanent and fluid workers. An organization's talent can be a source for a sustained competitive advantage and can affect important organizational outcomes such as survival, profitability, customer satisfaction level, and employee performance (**Pfeffer, 1994; Prahalad, 1983**). Human resources need to take advantage of technology and data analytics to build a global human resource information system that collects and stores data from various sources. The system helped to analyze the data to provide business insights, predict future needs and develop strategies to fill those needs. Companies with the ability to foresee and sustainably manage their workforce needs – especially for high skills – will gain the decisive competitive advantage (**World Economic Forum, 2010a**).

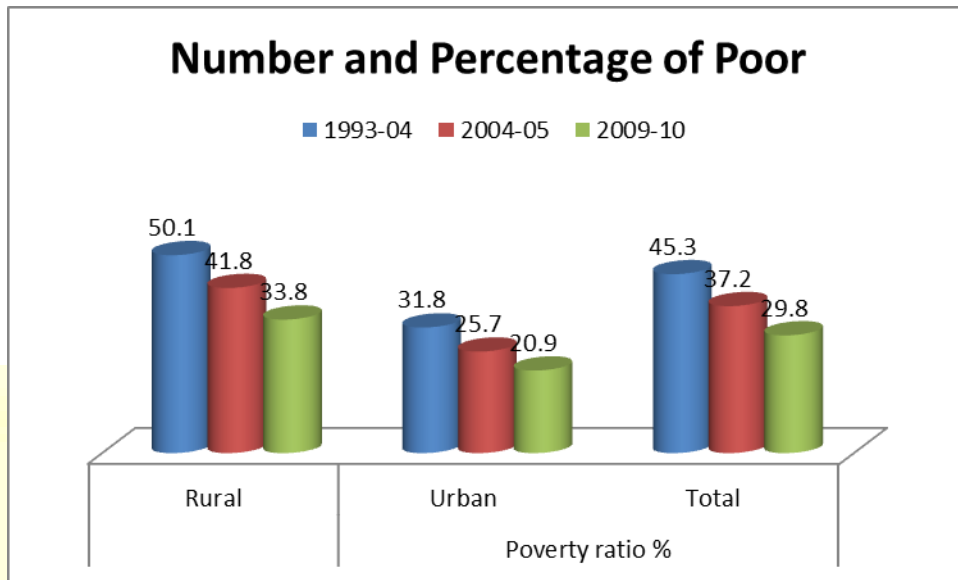
Skill formation for the poor unskilled workers also occurs through assimilation of industrial discipline. This might increase the welfare of poor unskilled workers by increasing the range of job opportunities available to them. Improved skills and productivity increase workers' income earning capacity. Given the high labour turnover rate in the special economic zones, domestic firms can benefit from this training by hiring workers previously employed in the zone firms. Labour force can be divided into four categories: self-employed workers, wage and salary earners, casual workers and unemployed. Of these, self-employed are most loosely connected to labour market because of the possibilities of work-sharing and work spreading in a self-employed enterprise. Non-contractual casual labourers have the closest connection to labour

market on almost day-to day basis. Same is the case with those unemployed who are actively seeking work. Contractual and hence stable hired employment (with the same employer and/or in the same job) on a regular basis is covered in the description wage and salary workers. Persons who are engaged in their own farm or non- farm enterprises are defined as self-employed. The employees in an enterprise can be either regular salaried/ wage employees or casual wage employees who are normally engaged on a day today basis. The casual wage workers both in public work and other types of work don't have any job security or social security. These workers, either in formal or informal sector or in private households, are informal workers. The regular salaried/wage employees are those working in others farm or non- farm enterprises and getting in return salary or wages on a regular basis and not on the basis of daily or periodic renewal of work contract. This category includes those getting time wage as well as those receiving piece wage or salary and paid apprentices, both full time and part time. This category of persons may, therefore, include persons engaged regularly on an hourly basis, temporary workers, out- workers, etc. Human resources need to take advantage of technology and data analytics to build a global human resource information system that collects and stores data from various sources.

**Table 1 Number and Percentage of Poor:**

Number and Percentage of Poor*						
Year	Number of poor (million)			Poverty ratio (%)		
	Rural	Urban	Total	Rural	Urban	Total
1993-4	328.6	74.5	403.7	50.1	31.8	45.3
2004-5	326.3	80.8	407.1	41.8	25.7	37.2
2009-10	278.2	76.5	354.7	33.8	20.9	29.8
<b>Annual Average Decline : 1993-4 to 2004-5</b> (percentage points per annum)				0.75	0.55	0.74
<b>Annual Average Decline : 2004-5 to 2009-10</b> (percentage points per annum)				1.60	0.96	1.48

Source : Planning Commission, \* Estimated by Tendulkar Method.



In the year 1993-4 the number of poor in the rural area was 328.6 whereas in urban was 74.5 and the total was 403.7 and the poverty ratio in rural was 50.1 % and in urban was 31.8 % and their total was 45.3 %. In the year 2004-5 the number of poor in the rural area was decreased to 326.3 whereas increased in urban area upto 80.8 and the total was 407.1 and the poverty ratio in rural was 41.8 % and in urban was 25.7% and their total was 37.2 %. In the year 2009-10 the number of poor in the rural area was decreased to 278.2 whereas in urban was 76.5 and the total was 354.7 and the poverty ratio in rural was decreased to 33.8 % and in urban was 20.9 % and their total was 29.8 %. The annual average decline from the year 1993-4 to 2004-5 was 0.75 % in rural area and 0.55 in urban area and total was 0.74% and the annual average decline from the year 2004-5 to 2009-10 was 1.60 % in rural area and 0.96 % in urban area and total was 1.48 %.

Human resource development of economy general and professionals in particular has not grasped much intention of researchers in literature; however, creating economic development and competitiveness, the role of competent professionals is of strategic importance (**Debrah and Ofori, 2006**). Human resource development is the essential precondition for developing a knowledge-based economy, reducing skills mis-matches in the labour market, and creating a country's international competitiveness by promoting social and economic development as well being of the people (**Khan, 2005**). Health care, nutrition, population welfare and employment and reducing poverty are important ingredients of human resource development (**Muqtada and**

**Hildeman, 1993**). Improved and better quality education at various levels from basic literacy to advanced science and technology is the essential precondition for raising the industrial and agricultural productivity, sustaining the substantial growth of manufactured and service exports, better health and nutrition facilities, peaceful law and order situation, political stability, quality of governance and elimination of poverty. The focus of human resource development policies of developed countries has been on promoting knowledge and skills through quality education and proper training, and thus enhancing the employability; improving access and equality for all to live and work in a knowledge and information based society (**Yussif and Ismail, 2002; ILO, 2001**).

Human resources planning, which takes care of the resourcefulness of the people to be recruited and employed, should be envisaged well in advance. Human resources development and management must be based on such a realistic plan formulated by the human resources manager under the full commitment and cooperation of the top management of every organization. It must be a cooperative effort of all managers to incorporate a human resources management practice in an organization. Human resource planning and development must be directed toward choosing the best talents for different positions, projects and tasks at an appropriate age, developing, placing and retaining them, while providing them the most suitable opportunities for the fulfillment of their aspirations and affiliation needs. The real challenge in this respect is to place the right people at the right job. Obviously human resource management professionals must possess a higher degree of professional competence in the days to come. Industrial relations scenario in India is widely characterized by frequent labor unrests, politically motivated trade unions, multiplicity of unions, inter union and intra union rivalries, work stoppages without any discrimination, industrial disputes etc. The greatest task before every human resource, manager today, therefore, is to establish and maintain a cordial industrial relations system and harmonious organisational culture and work culture. In the contemporary Indian conditions, it is not considered to be an easy task. It is bound to pose greater threats and challenges before every human resource management professional. Industrial harmony and peace must find a prominent place in the thoughts, actions, policies and practices of the human resource management in the days to come. When the quality of workforce improves the situation may improve since an ethical consideration on the part of human resource managers.

The challenge of human resource development practices would be to create an environment of resilience which can successfully accommodate and assimilate changes in systems, structures, technologies, methods, etc. The pressures of change are most likely to be felt by those who have to lead and manage the change process in such a volatile economic environment. Human resource development would have the ability to attract and retain people and is the key to manage this macro change—both in terms of pace and rate. The change leaders would be confronted with the need to reorient culture, thinking, and paradigms. The challenge is for the change agents to get individuals who would have a sense of belonging and commitment to the organization and who would welcome the impending changes.

India is a country full of contrasts. On one hand we find the noblest examples of humanity and peace, whereas on the other hand there are many instances of inhuman actions and cruelty. In India multifarious images of women prevail: women working as scientists, teachers, doctors etc. - or women bringing water from far away, women who have been denied even the right to be born; women burnt alive because of dowry or women thrown forcibly into flesh trade. Various adverse effects of Globalisation can be seen especially on people from rural India and on people who live below the poverty line. Women and children are more adversely affected. Rural economy is mainly based on agriculture and small scale industries. In the globalisation process small-scale Industries are disappearing. Most of the work done in small-scale industries and on agricultural fields is done by women as unskilled workers. Employees and organizations experienced inevitable change. Human resource development enhances employee competence in their jobs by increasing knowledge, abilities, and skills. In this environment, the employee is primarily responsible for career development but the company will also have responsibilities that include clearly stating the company's corporate strategy, its goals and providing information about its business. The organisations must follow those types of strategies which help in accomplishing organisational goals with an addition to develop the human resource. Developing the skills of this carefully chosen staff is essential to achieving business strategy. Continual education for employees is one of the most vital organizational strategic goals. When the right people are hired and their skills are developed on an ongoing basis, the human resource manager is insuring the staffing needs for future projects and goals. It only makes sense to keep good quality people and develop their skills to be exactly what you need. Their ability to adapt and

change for newer projects will be a reflection of the development preparation that they have received. Employees need to have good people skills in every organization. This certainly helps them to relate to customers. It also aids the organization by having a staff that can work well together. The development of human-relation skills can help to improve communication, which decreases conflict in the long-run.

Globalization has been possible due to opening up of economies and increased trade opportunities around the world. India's Country report to the Commission of Sustainable Development states: 'India believes that in order to make trade and environment mutually supportive, it is necessary to have an open multilateral trading system which makes possible a more efficient allocation and use of resources. This contributes to increased production and incomes, and lessens the demands on the environment. It also provides the additional resources needed for economic growth and development, and improved environmental protection. Trade measures should be applied for environmental purposes only when they address the root causes of environmental degradation so as not to result in an unjustified restriction on trade. Further, environmental standards valid for developed countries may have unwarranted social and economic cost in developing countries. India believes that global efforts at environmental protection are best addressed through Multilateral Environmental Agreements (MEAs), which contain a package of positive measures, including among them financial and technological transfers and capacity building.' This is the key to India's stand on environmental issues with respect to economic development and trade and its participation in WTO. To benefit from the effects of globalization, it becomes crucial that India has policies which are coherent to international trade regimes. However it is accepted that the social and environmental responsibilities and priorities cannot be compromised for short-term ends. India's eighth and ninth five-year plans, and its export-import and industrial policies have been conducive to promoting globalization. At the same time, an equally strong policy has been developing for preserving and safeguarding the environment. Human resource professionals at multinational companies in emerging markets such as China, Hungary, India, and Malaysia have reported in a recent survey that candidates for engineering and general-management positions exhibit wide variations in suitability (**Guthridge, Komm, and Lawson, 2008**). According to the McKinsey Global Institute, only 13 to 19 per cent of 33 million university graduates in developing countries

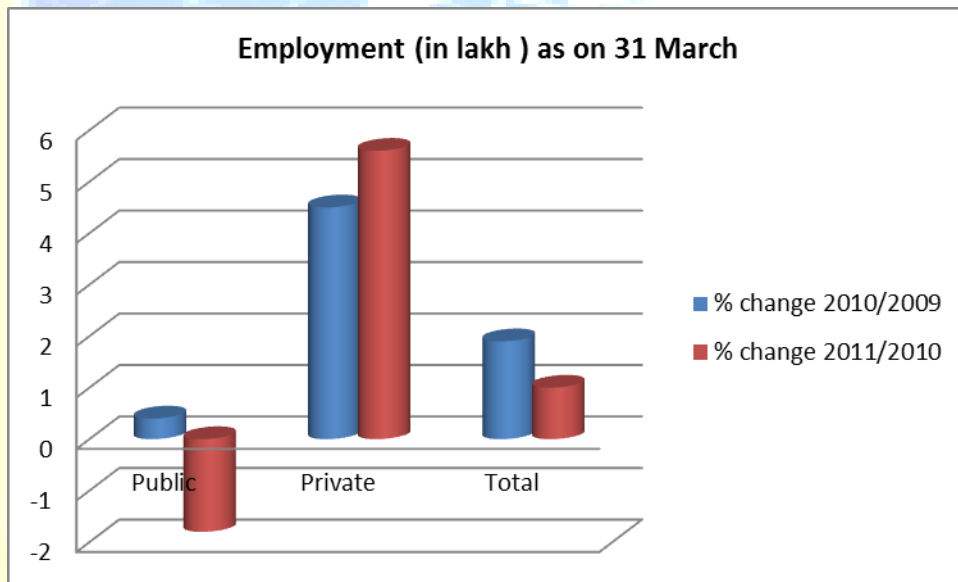
are suitable to work in a multinational company, due to their lack of language skills, low quality of educational system, and lack of cultural fit. Also, only a fraction of these people are willing or able to relocate to foreign countries for employment (McKinley Global Institute, 2005 - I).

**Table 2 Employment in lakh as on 31 March:**

Sector	Employment (in lakh) as on 31 March			Percentage change 2010/2009	Percentage change 2011/2010
	2009	2010	2011		
Public	177.95	178.62	175.48	0.4	-1.8
Private	103.77	108.46	114.52	4.5	5.6
<b>Total</b>	<b>281.72</b>	<b>287.08</b>	<b>289.99</b>	<b>1.9</b>	<b>1.0</b>
Women	55.80	58.59	59.54		

Source: Annual Employment Review, 2011 (Directorate General of Employment and Training). Note: 1) Excludes Sikkim, Arunachal Pradesh, Dadra & Nagar Haveli, and Lakshadweep.

2) Industry-wise break -up may not tally with public sector, private sector and grand total due to non-inclusion of data as per National Industrial Classification (NIC) -1998, in respect of J&K, Manipur, and Daman & Diu in 2011.



In the year 2009 the employment in public sector was 177.95 lakhs whereas in private sector was 103.77 lakhs and the total was 281.72 lakhs, women were 55.80 lakhs. In the year 2010 the employment in public sector was increased to 178.62 lakhs whereas in private sector was 108.46 lakhs and the total was 287.08 lakhs, women were 58.59 lakhs. In the year 2011 the employment in public sector was decreased to 175.48 lakhs whereas in private sector was increased to 114.52 lakhs and the total was 289.99 lakhs, women were 59.54 lakhs. The

percentage change from year 2010/2009 was 0.4 in public sector and 4.5 in private sector and total was 1.9 %. The percentage change from year 2011/2010 was -1.8 in public sector and 5.6 in private sector and total was 1.0 %.

Human resources must play new roles and responsibilities in leading the organization in uncharted waters of globalization. Emergence of huge industrial establishments, amalgamations, takeovers and acquisitions have resulted in large scale production, automation, modernization, economies, lies of scale and synergies in the market, which necessitate an accelerated change in the approach to human organization and humane element of enterprise throwing open greater challenges to managers in general and human resource professionals in particular. One of the most important challenges before the human resource professionals is the need for team building and managing multidisciplinary Multi linguistic, multicultural and multinational teams in the most cordial and harmonious way so that every individual and every group in a organization will have a sense of belonging. It requires efficient planning capability to procure the best talents available, designing and conducting appropriate human resources development programmes, maintaining an retaining the appropriate manpower, establishing and maintaining a caring organization, career planning and succession planning, keeping the people in high spirits through counseling, guidance, and motivation, providing a essential direction to all functional areas to manage people with dignity maintaining a cordial industrial relation and organizational climate preventing and settling industrial conflicts, and ultimately preparing for the inevitable separation. Almost all these aspects are linked with a conducive quality of work life for the establishment of which the HR manager should be instrumental.

Development of human resources is clearly the first pre-requisite for both individual success and collective national progress. Human resource development recognizes the paramount need to utilize the human resources fully and relates education to the needs and aspirations of the people. It strives to bring the benefits of education to the disadvantaged classes of the population, to create a climate of discipline and hard work and to assist in the demand for educational expansion and improvement of quality. If a country is to advance, the capacities of men and women the human resources, (physical, mental and spiritual) are to be developed extensively.



## CONCLUSION

Globalization has a major impact on the management of human resources in developing countries like India. The human resources need to focus on organizations' long-term objectives and on future-oriented plans. Instead of focusing exclusively on internal human resource issues, human resource departments need to take a balanced and broader approach. Human resource departments of global companies must assemble data on factors, such as employees, attrition and hiring, compensation and benefits, ethnic, gender, cultural, and nationality distributions, and load into data warehouses and data marts. By applying advanced analytical techniques on the data, human resource professional is getting business insights, predicting changes, and making informed decisions at operational and strategic levels. The human resource professional accesses current and anticipates future skills shortages through strategic skills planning. Global organizations not only need to a networked, collaborative and open to culturally diverse workforce, but also consists of high talent. Now organizations need to place greater emphasis on attracting human capital rather than financial capital. Globalization, an inevitable and irreversible force, has significantly affected the workplace and the community, in ways both good and bad. Human resource development's response and impact has been minimal and at a mostly micro level. The emphasis is now shifted from "performance" to "people first and then performance" approach. Hence human resource planning and development is integrating with it a career planning and succession planning which is meeting the need for dignity of employment and affiliation and self-actualization needs of the organization's own people.

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