

HUMAN RESOURCE DEVELOPMENT VS. HUMAN DEVELOPMENT : A CONCEPTIONAL RECONCILIATION

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Human resource development (HRD), though essentially a Micro concept, has macro implications. At micro level, it is an organisational concept, and been in vogue in corporate sector enterprises. At macro level, the concept more appropriately has been expressed as human development (UNDP'S reports on Human Development). Though an attempt is made to differentiate between human resource development, and human development in UNDP'S reports (Human Development Report, 1996), and the difference is stated to be in terms of means and ends. A conceptual analysis, of both the expressions, its process and the mechanism through which these operate, reveals that the difference is more linguistic than conceptual, and seem to depend more on the context, region or affiliation. Thus those associated with the UNESCAP, ILO, CIDA, Commonwealth Secretariat, and other agencies seem to prefer the term HRD, whereas those with UNDP prefers human development. In the recent past, even UNDP has indicated a broad meaning, it is giving to the term human resource development (HRD), within the context of human development. It defines human resource development (HRD) to referring to those — "policies and programmes that support and sustain equitable opportunities for continuing acquisition and application of skills, knowledge, and competencies which promote individual autonomy, and are mutually beneficial to individuals, the community, and the larger environment of which they are a part" (UNDP, BPPE, 1991 p-19).

I. HUMAN RESOURCE DEVELOPMENT AND HUMAN DEVELOPMENT CONCEPTUALISED

Human Resource development, in its extended form, is referred as human development — a concept currently propounded in UNDP'S reports, and an index of it, namely Human Development Index (HDI) is becoming a measure of development in the global context. Human Resource Development, though essentially

a micro concept, (as far as its uses are concerned), has macro implications. At the micro level, it is essentially an *organisational concept*. It functions through a set of process consisting of certain mechanism and techniques. The *mechanism and techniques, such as performance appraisal combining training and organisational development, interventions* are used to initiate, facilitate and promote the process in a continuous way in corporate enterprises. Organisations facilitate this process by

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planning for the allocation of its resources for the purpose, and by exemplifying human development philosophy — that value human being and promote development (see figure 1 on HRD matrix).

Thus in the corporate sector enterprises, *human resource development helps employees to acquire, and develop general capabilities* as individuals or for organisational purposes, and also develop a culture of collaboration amongst sub units to contribute to the professionals well being and the pride of employees. The purpose is to help enterprises growth, or its diversification or in its renewal. In terms of elements, as would be noted in HRD matrix, *individual em-*

ployee, their role, the dyadic relationship, and the organisation as a whole are emphasized.

At the macro level, the concept of human resource development is termed as human development. The latter is defined as the "process of enlarging people's choices in terms of health and longevity, knowledge, and access to resources needed for a decent standard of living." In that respect, human resource development could also be stated in terms of *enlarging employees' choices in terms of pay, promotion, and performance*. Additional choices could also be stated in terms of *enrichment and enlargement*, similar to the choices like

Figure-1: HRD Matrix

| Activities Element | Appraisal System | Career System | Training System | Work System | Cultural System | Self Renewal System |
|--------------------|--|---|--|---|--|---|
| Person | <ul style="list-style-type: none"> - Performance analysis - Potential appraisal | <ul style="list-style-type: none"> - Career development - Career planning | <ul style="list-style-type: none"> - Identifying training needs | Role efficiency | <ul style="list-style-type: none"> - Rewards - Acculturation | <ul style="list-style-type: none"> - Involvement |
| Job/Role | <ul style="list-style-type: none"> - Developing key performance areas - Developing critical attributes | Job rotation | Task analysis | Job enrichment | | <ul style="list-style-type: none"> - Stress management |
| Dyad | <ul style="list-style-type: none"> - Performance review and coaching - Feed back of HRD | <ul style="list-style-type: none"> - Monitoring | Training in performance | | Communication | |
| Team | <ul style="list-style-type: none"> - Appraise Team work - Counseling team - Team appraisal - Team counseling | | <ul style="list-style-type: none"> - Identification of training needs - Developing curricula | <ul style="list-style-type: none"> - Autonomous work groups | | <ul style="list-style-type: none"> - Team building |
| Inter-Team | <ul style="list-style-type: none"> - Common procedures of appraisal - Parity of appraisal | | | <ul style="list-style-type: none"> - Productivity - Quality of work | <ul style="list-style-type: none"> - Communication | Collaboration |
| Organisation | <ul style="list-style-type: none"> - Linkage of appraisal with goals and values | <ul style="list-style-type: none"> - Succession planning | | <ul style="list-style-type: none"> - Quality of work life | <ul style="list-style-type: none"> - Climate - Rituals - Celebrations | <ul style="list-style-type: none"> - HRD research - Organisational learning |

political freedom, personal security, guaranteed human rights which are stated to be additional in nature for human development.

The combined effect of various components of human development is reflected through *Human Development Index* (HDI). It was developed by UNDP in its first human development report published in 1990. Though currently the basic construction of index has not changed over the years, it has undergone many modifications to make it more reflective of development. It included three indicators as essentials, though not exhaustive for choices at all levels of development, namely, a) life expectancy at birth to measure health status and longevity; b) educational attainment to represent the level of knowledge and skills; and c) appropriately adjusted per capita income.

II. HRD AND HD COMPARED

Both the process of human resource development and human development enable the people to enlarge and maximise the choices. The choices people make are their own concern. But the process of development in both the cases creates at least the conducive environment for people/employees, individually and collectively to develop their full potential and to have reasonable chance of leading productive and creative life in accordance with their needs and interest.

In the context of development at the national level, the instrument of human development is viewed to assume a broader role than conventional expression of economic development. It brings together the production and distribution of commodities, and expansion of use of human capabilities. In this context, the essential message of first Human Development Report becomes very significant where it is stated, "While growth

in national production (NGP) is absolutely necessary to meet all essential objectives, what is important is to study how this growth translated or fails to translate into human development in various societies. In the context of national economy, economic plans and its strategy of development — how does it take care of human development activities is of great concern in the concept of human development for the (nation, if the development plans are recast) along with the lines of human development, they may not only become meaningful but also finally accepted by the people as they are meant for them. Implied in the concept of human development are many facets of development of people including their physical, intellectual, emotional, social, political and all other forms of development.

III. RECONCILIATION OF DIFFERENCES

Though an attempt is made to differentiate between human resource development and human development, a conceptual analysis would reveal it that the difference is more linguistic than conceptual, and would depend on the context, region or affiliation. Individual writers and agencies have attempted to distinguish between human resource development and human development. For some human development is stated to be larger and all encompassing concept-while human resource development is stated to be limited to skill development, and knowledge acquisition — often demanded by organisation for employment purposes. They take a restricted view of human resource development and attribute it to relevant personnel management practices in the organised sector. Such a distinction however is slowly disappearing with the realisation that the broadness and all inclusive nature

| Activities Elements | Education and training | Health, water supply, and sanitation | Housing | Food, and nutrition | Income and employment | Environment | Demography | Political Freedom | Social Security |
|---------------------|---|--|--|--|---|---|--|---|---|
| People | -Level of education -Skill formation and acquisition -Per capita expenditure | -Health care/ utilisation -Health security -Safe drinking water | -Shelter -Peoples' involvement | -Per capita availability of food grains -Nurishment -Minimum needs | -Access to income/ employment - Distribution of income -Std. of living -Job security | Environmental security -Quality of life. -Consequence of environmental neglect | -Attitude -Dependency ratio -Family planning | -Right to franchise -Personal Liberty -Equality of opportunity | Coverage of the social security schemes |
| Society | -Literacy Pro-grammes -Schooling of children - Adult education and literacy - Vocational | -House hold with access to basic health care -Family welfare | Society involvement -Rural-urban disparities | | | -Orienting NGOs to environmental & control of pollution | -Family planning and welfare | -Public activism -Self governance | -Family system -Pattern of family growth -Joint family system |
| State | /Technical educational | -Public health | -Housing schemes -Housing finance | -Public distribution system | -Labour market -Levels and Intensity of Poverty - Employment stability, | -Developing institutional based for Environmental protection -Forest policy statement on environment | | -Profile of public functionaries | |
| National | -Rate of literacy - Quality of education - Science and technology - Expenditure on education | -National Health Policy -Expenditure on health, sanitation & water supply | National policy on housing | -Food production/ Food supply -Food security -Expenditure on food production | -Economic growth and its sustainability - Distribution of Income -Labour force, and worker's participation rate. -Policy on employment -Inflation | | -Size and growth of population -Life expectancy -Population policy | -Political process and structural adjustment -Legal framework govt's credibility -Administrative reforms -Political commitment to HD. | National policy on security |
| International | Aid allocation by international agencies | -Aid allocation -International comparison | -Investment by International agencies/ Non residents | -Food Imports | -Overseas debt -Terms of trade -Global efficiency and markets | | -International comparison | -Pattern of national/ Global governance | |

of human resource development depends upon the context in which it is used, for example, it may have some what restricted meaning when used in an organisational context, though even in an organisational context, there is evidence of it being used in the same sense as in human development. (Parikh and Rao 1981; Silvera, 1990). Irrespective of usage of expressions, main objective revised by few to the term human resource development is that it is a narrower concept, and it cannots more of skill development. Another objection, rather mild one, is that the 'resource' seems to imply that human beings are like materials and other resources and are 'instrument' of development, rather than the beneficiaries of development.

The World Bank, United Nations and its constituent bodies like UNDP, UNIDO, WHO, ILO, UNICEF, UNEXCO, UNFPA, UNCAP regional bodies like ASEAN, SAARC, Common Wealth Secretariat, the international NGOS, and bilateral aid agencies — all recognise the need for human resource development. The component and dimensions, which they perceive as being of strategic importance at a given point of time for a given situation, country or group of countries may vary, though the focus in term of assumptions, principles, and the process remains the same.

IV. ASSUMPTIONS, PRINCIPLES, AND PROCESS

In terms of assumptions, both the concepts remain the same. For instance, human resource development and human development is considered to be a *complex and multi-facet concepts, and are continuous and dynamic in nature; both are means and ends; developing people is the essence of both HRD and HD efforts; both holds the key*

for economic development through either enabling the people to become more productive or enlarging their choices; both emphasize the need to involve people through participation, empowerment, better access and opportunities; and in both the development is seen as people's centered strategy.

In terms of principles i.e. of equity, sustainability, productivity and empowerment, that are to be borne in mind while developing people, and enlarging their choices both as employee in the corporate context, and human being in the national context, both human resource development and human development have similar proposition. If development is to enlarge people choices, they must enjoy equitable access to opportunity (equity). The concept of sustainability may be taken to mean renewal of growth. It is the centre of both human resource development and human development in terms of choices, and in essence means sustaining all forms of capital — physical, human, financial and environmental. Productivity requires investment in people in enabling macro/micro economic environment. Empowerment focuses development by the people who must participate in the activities, events and process that shapes their lives.

Human development at the macro level is also a *process*, and not merely a set of mechanism and techniques (see Human Development matrix figure 2). The process mainly consists of activities where the issue of basic choices are involved. The activities include knowledge, health, income etc. These are used to initiate, facilitate and promote the process in a continuous way. The mechanism in the process need to be examined at regular intervals to see whether they are promoting or hindering the process.

In the context of human development, state and in the context of HRD, organisations facilitate the process by planning for it, allocating resources for the purpose, and by enlarging people's/employees' choices. Certain emphasis are needed in the context of human development at the macro level (see Human Development matrix, figure 2).

In the first place are the people whose choices are to be enlarged. The concept of both HRD and HD is people centered and not goods centered or production centered. It implies that there is need to invest time, resources and efforts in their development. Human resource for development purposes does not merely focus on people as individual but also on human units and process. Secondly the state, in addition to individual enterprises, has a special role to play in terms of its obligation for human development. In India directive principles of state policy impose certain obligations and duties on the states in this regard. The constitution of India directed the states way back in 1950, and obligated its various organs and institutions to formulate policies and to take appropriate steps to ensuring proper quality of life to all its people (citizens). These included *universal education, proper health, adequate income, nutrition, and human conditions of work, and promotion of facilities*, social and economic, to enable the people to lead dignified life. The state and its organs are obliged to create suitable environment to enable its citizens to enhance, their capabilities (which is the essence of HRD), and put these to best use in all fields — economic, social cultural and political.

The real foundation as the Human Development Report (UNDP 1994 p.13) has put it, "of human development is universalism in ac-

knowledging the life claims of everyone." The constitution of India not merely recognise such claims, but directs the state to try and fulfil such life claims of all citizens (people), particularly weaker sections of society. Where as states directions in terms of duties to be performed in respect of people in the country is significant, an equally important aspect of the study could be inter-state variations in terms of range variations in respect of various activities undertaken by the states for human resource development programmes. The variability in terms of educational attainment, life expectancy, per capital income would reinforce the need to achieve parity among states in terms of various activities of human development.

Currently human development is assuming a global dimension. It is stated that full awareness of the issue must be woven into international decision making. United Nations Committee for Development Planning (UNCDP) expresses concern that with structural adjustments, human development programmes have savagely cut and brunt of adjustment have fallen on the poor. UNCDP treats HRD as the process of enhancing human capabilities. Certain issues on human dimensions in international decisions deserves attention in this regard—designing and conditionalities of loans granted by international agencies need to be considered, external lending for human development programmes like education and health needs attention. The influencing of national developmental plans by international agencies like World Bank, IMF needs special attention in this regard. Human Development Report. 1992, looks at the problem and analyzes it in human development perspective of globalisation.

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