

**To Study The Innovations In The Human Resource Development Practices
For Bridging The Skill Gap**

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Abstract

According to the present scenario highly dynamic and competitive business environment, firms are exposed to strict challenges with meeting the ever growing market and client needs and expectations. In order to ensure the competitiveness and success of the organization managers need to accept innovation as key element for the organization. However a major driver for innovation is HR and for innovation to be successful managers needs to support, plan for and nurture an innovation culture. Based on these aspects the authors of this paper propose a framework for HR development for innovation, to reach the actual performance of an organization. The purpose of this framework is to offer, to all managers, a clear picture of existing HR capacity to innovate and potentials to develop this capacity in order to improve the organization's capacity for innovation, thus increasing their chances of success in today's highly dynamic and competitive business environment. Purpose – The purpose of this paper is to provide prologue to the issue of human resource development (HRD) and innovation which has been under researched despite the extensive recognition of the critical role of innovation for continued national, regional and organizational competitiveness.

Key words: Innovation, HRD, Organizational performance, Knowledge.

INTRODUCTION

In the year 2000, the thinking machine and a fountain of genius, Ray Kurzweil predicted that 20.0000 years of progress would be crammed into the next hundred. True to his prediction, the

fourth industrial revolution is mere with the four worlds of work by 2030, namely, the yellow world where humans come first, the red world, where innovation rules, the green world, where company cares and the blue world, where corporate is the king. The world is witnessing change faster than ever before catalyzed by rapid urbanization, resource scarcity and key driver being technological advancement. Human resource and Innovate or perish is there new corporate mantra. Their fixed mindsets gave them a heavy blow and they went bankrupt from innovation lag. Nokia, Eastman Kodak, Blackberry, Yahoo, Polaroid, Blockbuster, My space and the entire publishing industry lost their edge. They illustrate how missed opportunities and tunnel vision send even the mightiest enterprises off-course. As Pierre Nanterme, the Chairman and CEO of Accenture Puts it, Digital is the main reason just over half of the companies on the Fortune 500 have disappeared since the year 2000.

Words that are shaping business, influencing thinking and opening new opportunities are change, transformation, agility, disruption and innovation. Job titles are out and skill sets are in. Unprecedented rate of innovation is causing employers need to shift rapidly and education systems of nearly every country are struggling to keep pace. The result is gap in the skills employers need and what employee have. This presents a business case for the corporate learning and development industry. Corporate learning is being re invented. The renaissance has dawned.

Management Guru Peter F Drucker said that the fastest growing industry would be training and development as a result of replacement of industrial workers with knowledge workers. In the US for example, according to an estimate, technology is deskilling 75 % of the population. This is true for the developing nations and for those who are on the threshold of development. In India for example, with increasing number of women joining traditionally male jobs, training is required to impart the necessary job skills as well as for preparing them for physically demanding jobs.

CORPORATE TRAINING AND DEVELOPMENT

It is people in the organizations who have to adapt to technological advancements and innovate. Hence, learning and development is the most important issue that companies have to consider as

there is no other time in history which paved away for such a massive growth or massive destruction of world businesses.

The subsystem of an organization which emphasize on the improvement of the performance of individuals and groups, eventually helping a company improve is training and development. It is an educational process which involves the sharpening of skills, changing of attitude and gaining more knowledge to enhance the performance of employees. By training, people can learn new information new methodology and refresh their existing knowledge and skills which adds up to effectiveness at work and organizational development.

Traditional training methods have had their day and now it is time to move on the something new, something that fits with the away people learn, something that actually works. It is being pushed aside in favor of learning experience platforms. Traditional methods are gone, kaput, expired and now an ex-parrot.

REVIEW OF LITERATURE

Many researchers have been conducted on national and international level in related areas. Few of them are stated below.

In the article, the Entry-Level Engineer: “problems in the Transition from Student to Professional” by Susan M. Katz, she has covered the difficulties that the student go through during this transformation. The author points out those skills essential at the place of work such as team work, communication among peers and their supervisors are missing since they are not instilled in them while in college. Many employing institutions have now come up with programs so as to cope with these deficiencies. The author also suggests that academicians should come up with ways to best prepare the students for the corporate world and things that the students themselves should do so as they can ease the transition.

According to Barker (1993), Engineering is, “the art of directing the great source of power in nature for the use and the convenience of humans. In its modern form engineering involves people, money, materials, machines and energy. The difference between a scientist and an

engineer is that a scientist discovers and formulates into acceptable theories, whereby an engineer requires the creative imagination to innovate useful applications of natural phenomena.”

Maitin, T.P. (2003) In his article "Dynamic Human Resources" stated that, out of wide variety of resources which participated in the process of organizational growth, human resources are the most dynamic element of efficiency and productivity. In the context of modern information age, manpower owns the responsibility of information mobilization and their profitable utilization, which increases performance of organization. The role of human resource as great intellectual assets in management is too valuable to accelerate the rate of economic progress.

Rodrigues & Armstrong (2005) opined in his article entitled “Industry-Institute correlates of HRD Climate- Empirical study based implications” that a well-trained and a well-educated human resource contributes directly to the development of a country and to improve the knowledge, abilities, aptitude and values of human beings organized HRD practices should be followed. Employee commitment and its reciprocal need for employee-sensitive practices are not confined to national boundaries or particular organizations, increasing change in the economic environment in India.

Rajangupta (1990) in his book entitled —implementing human resource development dealt with the implementation part of HRD. The work gives an insight to improve the implementation process and develop theoretical understanding about HRD implementation. In this book attention is given to different aspects and issues involved in HRD like manpower planning, education and training, impact of liberalization and globalization, total quality management and human resource accounting and HR dimensions of the new economic policy.

Benjamin (2012) examined the relationships among human resource development climate (HRDC), organizational Citizenship behaviour (OCB) and voluntary turnover intentions (VTI) in Nigerian banks. He found Nigerian banks „management can reduce turnover and foster citizenship behavior by ensuring that a favorable developmental climate exists within their organizations.

OBJECTIVES OF THE STUDY

1. To find out the challenges of Corporate training the students in the institutes.
2. To analyze the trends in human resource training and development.
3. To evaluate the outcomes of the initiatives of Human resource Development.

THEORETICAL FRAMEWORK

INNOVATION

The process of translating an idea or an invention into a good or service that creates value or for which customers will pay. It involves deliberate application of information, imagination and initiative in deriving greater or different values from resources, and includes all processes by which new ideas are generated and converted into useful products or services. In business, innovation often results when ideas are applied by the company in order to further satisfy the needs and expectations of the customers.

Innovations are divided into two broad categories:

1. **Evolutionary innovations:**

Also called as continuous or dynamic evolutionary innovation

2. **Revolutionary innovations:** also called as discontinuous innovations which are often disruptive and new.

Eg: Digital photography is an excellent example of revolutionary innovation. Innovation is the output of four drivers of human behavior: curiosity, creativity, empathy and satisfaction. Successful innovative behavior makes people happy and creates new things others care about.

SKILL GAP

A skill gap is a gap between what employers want or need their employees to be able to do, and what those employees can actually do when they walk into work.

The last two decades has witnessed a lot of market disruption, churning and Schumpeterian creative destruction as workplaces are going digital. As digital technologies continue to transform the economy, many leaders are struggling to set a digital strategy, shift organizational structures and remove the barriers that are keeping them from maximizing the potential impact of new digital technologies. Organizations profess to have a digital strategy in place. But the sheer pace of change has created a skills gap, which is stopping many organizations from moving more quickly.

The shelf life of digital skills is shrinking. As new technology becomes available, old skills quickly become outdated, Skills maintenance in rapidly changing technological world is challenging to keep up with. Addie era in corporate instructional design has come to an end. Agile is the new standard. Training is quickly becoming a key differentiator between companies competing for talent. Personal and professional development is an important focus area for modern employees when seeking employment as well as for deciding to stay with the current employer.

STATEMENT OF THE PROBLEM

Human resource development is world full of challenges and trends and where change is the only constant. There is no single magic bullet approach for transferee of learning. This reminds of Einstein's quote - "I never teach my pupils: I only provide learners with an appropriate mix of classroom training, just in time information on the job for learning in the flow of work, assessments to reinforce knowledge transfer and support.

CONCLUSION:

The world is changing and will continue to change. Jobs are being redefined and re-categorized. 65 % of the future workers will work on a job that is not even invented yet says Alexis Ringwald, Co-founders and CEO, LEARNUP. The IMPERATIVE OF THE INNOVATION AGE IS THAT LEARNING SHOULD EQUIP LEARNERS WITH EXCEPTIONAL SKILLS FOR AN UNCLEAR TOMORROW. The skills battleground in the present era revolves around

problem solving, leadership, adaptability, creativity and innovation. Every institute is a university in itself. Whatever happens within the institute ultimately ends up in teaching and learning. This makes it important to in-build training and development which percolates in every level in a never ending fashion. Human development practices should always lead to development because where training places learners in a box, there steps in development to free them from the box. Else, leaders of tomorrow will take learning, growth and skill development in their own hands.

Automation has already taken over some jobs completely, 52 % say they are already exploring the benefits of human and machines working together. 39 % are considering the impact of AI on future skill needs. Manufacturing output in the advanced economies is rising while employment is failing. Different skills will be needed for jobs that are different like machine learning engineer, Full stack engineer, reliability engineer; Head of partnerships, Licensed Realtor and many more, automation is actually transforming the role of people at work.

Falling in line, corporate training has also evolved rapidly. It has moved from content centric to continuous and experience centric. It has experience the three waves of blended and e- learning, talent management, Continuous learning and is currently experiencing the fourth wave. i.e Media learning and anytime, anywhere learning. It is gradually moving towards the fifth wave, Employee Driven- Real time learning and there's more to come. In such a time, only those companies which excel at learning are sure to make more money. The world of human resource training and development is preparing for the future of learning.

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