KEY COMPONENTS OF HUMAN RESOURCE DEVELOPMENT (HRD)

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ABSTRACT:

A definition of HRD is "organized learning activities arranged within an organization in order to improve performance and/or personal growth for the purpose of improving the job, the individual, and/or the organization". HRD includes the areas of training and development, career development, and organization development. This is related to Human Resource Management -- a field which includes HR research and information systems, union/labor relations, employee assistance, compensation/benefits, selection and staffing, performance management systems, HR planning, and organization/job design.

Nadler (1970) defined HRD as a series of organized activities, conducted within a specified period of time, and designed to produce behavioral change. Some of the common activities he identified within HRD are training, education and development. He identified training as those activities intended to improve performance on the job, education as those activities intended to develop competencies not specific to any one job, and development is preparation to help the employee move with the organization as it develops.

Strategic HRD puts..."particular emphasis on the development of comprehensive, coordinated and dynamic approaches for major learning initiatives within and outside an organization in order to facilitate the achievement of all stake holder objectives in a competitive and turbulent environment. Development’ refers to a process of active learning form experience leading to systematic and purposeful development of the whole person, body, mind and spirit, Development combines the concepts of development (change and growth ) and training (learning specific skills).

This research paper will evaluate the Key Components of Human Resource Development (HRD). This will include individual development (personal), career development (professional) and organizational development. The importance of each component will vary from organization to organization according to the complexity of the operation, the criticality of human resources to organizational efficiency, and the organization's commitment to improved human resources. But all three have one focus—individual performance improvement. Since individual performance improvement is the heart of an HRD program, HRD can be described as the "area of congruence" among the three components.
INTRODUCTION:

McLean and McLean have offered the following global definition of HRD after reviewing various definitions across the world:

“Human Resource Development is any process or activity that, either initially or over the longer-term, has the potential to develop adults’ work based knowledge, expertise, productivity, and satisfaction, whether for personal or group/team gain, or for the benefit of an organization, community, nation, or, ultimately the whole humanity”.

The history and origin of Human Resource Development is not very old. The term came into use only in the early seventies. According to Prof. Len Nadler, “The term HRD was first applied in 1968 in the George Washington University. In 1969, it was used in Miami at the American Society or Training and Development Conference. But by the middle of 1970s it was gaining more acceptances, but was being used by many as merely as more attractive term than Training and Development.” HRD is concerned with the development of human resource in an organization. Development means improving the existing capabilities to the human resources in the organization and helping them to acquire new capabilities required for the achievement of the corporate as well as individual goals.

CONCEPT OF HUMAN RESOURCE DEVELOPMENT (HRD):

The word Human Resource Development can be broken up as under:

Human Resource Development = ‘Human Resource’+ Development’

‘Human Resource’ refers to the talents and energies of people who are available to an organization as potential contributors to the creation and realization of the organization’s mission, vision, values and goals. To appreciate the importance of HRD it is necessary to understand the HRD concept because it is multi-dimensional. It has been defined by economists, social scientists, industrialists, managers and other academicians in different ways and from different angles. In a broad sense HRD is the process of increasing knowledge will and capacities of all the people in a given society. In the national context, HRD is a process by which the people in various groups are helped to acquire new competence continuously so as to make them more and more self-reliant and simultaneously develop a sense of pride in their country.

The main aims, goals and objectives of HRD are:

- To maximise the utilization of human resources for the achievement of individual and organizational goals;
- To provide an opportunity and comprehensive framework for the development of human resources in an organization for full expression of their latent and manifest potentials;
- To locate, ensure, recognise and develop the enabling capabilities of the employees in the organization in relation to their present and potential roles;
- To develop the constructive mind and an overall personality of the employees;
- To develop the sense of team spirit, team work and inter-team collaborations;
- To develop the organizational health, culture and effectiveness;
- To humanise the work in the organization;
- To develop dynamic human relationship; and
- To generate systematic information about human resources.
KEY COMPONENTS OF HUMAN RESOURCE DEVELOPMENT (HRD):

There are three fundamental component areas of human resource development (HRD): individual development (personal), career development (professional), and organizational development. The importance of each component will vary from organization to organization according to the complexity of the operation, the criticality of human resources to organizational efficiency, and the organization's commitment to improved human resources. But all three have one focus—individual performance improvement. Since individual performance improvement is the heart of an HRD program, HRD can be described as the "area of congruence" among the three components.

INDIVIDUAL DEVELOPMENT:

Individual development refers to the development of new knowledge, skills, and/or improved behaviors that result in performance enhancement and improvement related to one’s current job (training). Learning may involve formal programs, but is most often accomplished through informal, on-the-job training activities.

Individual development encompasses many aspects of a person’s life. In human resource development, individual development is a key component to the success of any organization. “Individual Development focuses on the importance of personal growth and development through formal and informal learning activities”. These learning activities are generally designed by human resource development professionals to influence and make a difference in an organization. That organizations should hold responsible for implementing the learning process individuals who conduct employee performance reviews, confront poor performance, ensure employee performance and productivity, answer for employee productivity declines, or account for organizational failures to meet goals and objectives. Hence, managers/administrators should carry the charge of implementing and maintaining individual development. This charge does not necessarily mean administrators should focus on individuals overcoming their weaknesses.

Clifton and Nelson identify four particular characteristics that identify individual strengths: internal burnings, high satisfaction levels, rapid learning, and performance zones. Internal burnings are a passion or desire for something; high satisfaction levels are attained via completing tasks or activities; rapid learning is a strength tied to something that comes easily or is learned quickly; and performance zones equal “excellent performance without any conscious awareness of the steps involved”. It is suggested that these characteristics be used to create a master list of strengths and then managers and employees identify one strength to be developed. Managers then encourage the employee to improve their strength via repeated practice and reflection, whereby reflection serves as an opportunity to “uncover new meaning that leads to renewal”. Through a systematic approach weaknesses can also be managed. To manage weaknesses they also need to be identified. Four strategies help minimize employee weaknesses: delegating, partnering, preventing, and accepting alternatives. Delegating allows employees to take on additional responsibilities; partnering combines two employee’s strengths to achieve a goal (teamwork); preventing helps employees identify situations in which they consistently fail; and accepting alternatives “involves learning to live with differences”.

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CAREER DEVELOPMENT:

Individual development is closely tied to career development. Career development is defined as: “an organized, planned effort comprised of structural activities or processes that result in a mutual career plotting effort between employees and the organization”. Individuals or employees who work toward improving their lives and their careers are beneficial to any organization.

Career development focuses on providing the analysis necessary to identify the individual interests, values, competencies, activities, and assignments needed to develop skills for future jobs (development). Career development includes both individual and organizational activities. Individual activities include career planning, career awareness, and utilizing career resource centers. Organizational activities include job posting systems, mentoring systems, career resource center development and maintenance, using managers as career counselors, providing career development workshops and seminars, human resource planning, performance appraisal, and career path programs. It consists of the personal actions one undertakes to achieve a career plan. It looks at the long-term career effectiveness of employees. The actions for career development may be initiated by the individual himself or by the organization.

Element of career development is purpose. “Career development helps employees analyze their abilities and interests to better match human resource needs for growth and development within and organizations needs”. “Career development should center on needs related to personal activities and interests, be flexible, develop appropriate evaluation procedures, and have the support of top management”

Organization and Employees Responsibilities in Career Development: The responsibilities of an organization in career development are to: establish a job posting system, develop mentoring systems, use managers/administrators as career counselors, plan and implement career developmental workshops and seminars, develop a human resource planning process, transform performance appraisals in to developmental evaluations, institute employee growth and development plans, and create a developmental culture. Employee’s responsibilities in career development include career awareness, career planning, organization awareness, and self-awareness. To be effective, organizational and employee responsibilities must be integrated.

ORGANIZATIONAL DEVELOPMENT:

Organizational development is directed at developing new and creative organization solutions to performance problems by enhancing congruence among the organization's structure, culture, processes, and strategies within the human resources domain. In other words, the organization should become a more functional unit as a result of a closer working relationship among these elements. The ultimate goal of organizational development is to develop the organization's self-renewing capacity. This refers to the organization's ability to look introspectively and discover its problems and weaknesses and to direct the resources necessary for improvement. As a result, the organization will be able to regenerate itself over and over again as it confronts new and ever-challenging circumstances. This occurs through
collaboration of organizational members with a change agent (an HRD practitioner), using behavioural science theory, research, and technology.

Organizational development (OD) is an application of behavioural science to organizational change. It encompasses a wide array of theories, processes, and activities, all of which are oriented toward the goal of improving individual organizations. Generally speaking, however, OD differs from traditional organizational change techniques in that it typically embraces a more holistic approach that is aimed at transforming thought and behaviour throughout an entity. Definitions of OD abound, but they are all predicated on the notion of improving organizational performance through proactive activities and techniques. It is also worth noting that organizational development, though concerned with improving workforce performance, should not be mistaken for human resource development. "Organization development is the planned process of developing an organization to be more effective in accomplishing its desired goals," wrote Rima Shaffer in Principles of Organization Development. "It is distinguished from human resource development in that HRD focuses on the personal growth of individuals within organizations, while OD focuses on developing the structures, systems, and processes within the organization to improve organizational effectiveness."

OD efforts basically entail two groups of activities: "action research" and "interventions." Action research is a process of systematically collecting data on a specific organization, feeding it back for action planning, and evaluating results by collecting and reflecting on more data. Data gathering techniques include everything from surveys and questionnaires to interviews, collages, drawings, and tests. The data is often evaluated and interpreted using advanced statistical analysis techniques. But it also encompasses the intervention component, whereby the change agent uses action plans to intervene in the organization and make changes. In a continuous process, the results of actions are measured and evaluated and new action plans are devised to effect new changes. Thus, the intervention process can be considered a facet of action research. OD interventions are plans or programs comprised of specific activities designed to effect change in some facet of an organization.

Organizational Development Programs usually share several basic characteristics. For instance, they are considered long-term efforts of at least one to three years in most cases. In addition, OD stresses collaborative management, whereby managers and employees at different levels of the hierarchy cooperate to solve problems. OD also recognizes that every organization is unique and that the same solutions cannot necessarily be applied at different companies—this assumption is reflected in an OD focus on research and feedback. Another common trait of Organizational Development Programs is an emphasis on the value of teamwork and small groups. In fact, most OD systems use small teams—or even individuals—as a vehicle to implement broad organizational changes.

SUGGESTIONS FOR THE IMPROVEMENT OF HUMAN RESOURCE DEVELOPMENT (HRD) IN PERSPECTIVE OF ITS KEY COMPONENTS:

Strategies that help in minimizing employees weaknesses- ‘Learning’: Individual development through learning, transfer is the key to success. After training, some individuals fail because of delayed application of new knowledge and skills; management, organizations, and human resource development professionals fail to provide support or reinforcement,
assistance in integration, failure to be positive role models, or establish policies that are “inappropriate or non-conducive” to a developmental organization. “The learning and change process is the responsibility of everyone within the organization”. To prevent failure there are several strategies that enhance learning before, during, and after learning acquisition. Before learning it is important to identify learning readiness and levels of self-direction. Two important principles of self-directed learning are: “self-directed learning requires employees to adopt controls and techniques of teaching themselves about a particular subject” (self-teaching), and the concept of personal autonomy which is “taking control of the goals and purposes of learning, and assuring ownership of learning—leading to an internal change of consciousness in which the learner views knowledge as contextual, and fully questions what is learned”. During learning acquisition, it is important that the learner is able to communicate and understand the language or technical information to prevent confusion or misunderstanding. Managers/administrators should discuss their expectations with employees before they engage in learning activities, they should allow employees to apply their new knowledge, and assess or inspect the changes caused by acquisition of new knowledge and skills. Finally, recognition and reward are key elements in maintaining continued learning.

**What can enhance Career Development in an organization:** Employees and organizations working together as a team are necessary to guarantee career development’s success. Organizational leaders, HRD professionals, and managers organize and direct the program, including identification and establishment of career developmental activities. Each of these key players meeting their respective responsibilities regarding career development builds a stronger link between individual and organizational development. Organizations that effectively implement career development have the organization engaged in developmental planning and employees engaged in career/life planning. Both organizations and employees need to conduct needs analyses, skills analyses, and potential analyses to determine goals and create plans that match career information with developmental plans. Successful career development organizations rely on teamwork.

**Managing change through Organizational Development:** There are several conditions that had to be present if an OD intervention could have any meaningful chance of bringing about the desired change:

- Ownership and all involved personnel needed to be genuinely and visibly committed to the effort.
- People involved in Organizational Development have to be informed in advance of the nature of the intervention and the nature of their involvement in it.
- The Organizational Development effort has to be connected to other parts of the organization; this is especially true of such areas as the evaluation and reward systems.
- The effort has to be directed by appropriate managers and guided by change agents (which, if used, must be competent).
- The intervention should be based on accurate diagnosis of organizational conditions. Owners and managers should show their commitment to Organizational Development at all stages of the effort, including the diagnosis, implementation, and evaluation.
- Evaluation is the key to success, and should consist of more than asking people how they felt about the effort.
- Owners and managers need to show employees how the Organizational Development effort relates to the organization's goals and overriding mission.
- Implementing Organizational Development Programs.
CONCLUSION:

Before coming to the conclusion, it is necessary to analyze that, success is dependent on teamwork with employees and administrators working together to reach a common goal: improved individual professional development that impacts and benefits organizational success. Individual development can be a powerful component of any organization and should be a focus of every organization. As staff members focus on ways to improve themselves, with the support of administrators, they become more effective members of the organization. Particularly, an individual’s career development is where an organization can have an impact. Career Development and Organizational Development is a key component in the success of an organization. As an organization assists individuals with career development, it benefits by developing and promoting employees from within and reduces turnover. Human Resource Development is essential to meet the requirements of the changing environment of the Industrial Sector due to educational, social, cultural, economic changes and technological advancements. The scope and functioning of Human Resource Development has been changing over years. Thus, several new concepts or initiatives are taking place in Human Resource Management and are supporting as the key components of HRD function and also helps in expanding the role HRD function in an organization.

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