

## **Human Resource Development For Viable Improvement**

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**ABSTRACT:** “Human resources are being transformed from a specialized, stand-alone function to a broad corporate competency in which human resources and line managers build partnerships to gain competitive advantage and achieve overall business goals.” Towers Perrin when organizations are able to harness effectively the talent, energy, and motivation of their employees, they will have an ideal competitive business edge. The competencies of the people, when sharpened and harnessed to their full potential, will greatly enhance the overall value and competitiveness of the organization. Thus, there lies the real value contribution of the HRM professional – building the framework and environment for continuous competency development. Some of the important HRM administrative roles have now become a function of line supervision and management. What used to be employees’ problems and issues hurled to HRM, are now being handled effectively on the shop floor by the shift supervisors. The most important role of HRM now, in this case, is training these line supervisors and managers to be better at mentoring and motivating employees for performance and effective dispenser of HRM interventions in their areas of responsibility. Being competitive means having a human resource that is willing to learn new ways of doing business and being able to use them. Business survival is not only dependent on how good your product and services are, how excellent is your customer service, and how efficient your business processes are but on how competitive are your employees who carry out these performances. New technology, business strategies, complicated processes, and management systems are futile without a competent human resource behind them. HRM professionals can create real value within their respective organizations when they focus on developing the competencies and positive values of their employees. Competitive human performance, not alone machine and systems performance is the core of business performance. The HRD system comprising of HRD architecture, HRD culture and Employee behavior needs to shift focus from what people need to learn (training), to the contribution that they make (performance). The paper would aim at suggesting that how

the HRM professional can create real value contribution by building the framework and environment for continuous competency development.

**KEYWORDS:** HRM, Improving, Competency Development, Environment, HRD.

**INTRODUCTION:** Today there has to be a paradigm shift in HRD's role and function. HRD needs to aim at renewal' leading to efficiency of procedures, practices and policies if it aspires to get a seat on the table'. Continuous improvement has to be a direct function of integrating human resources into business through excellence in communication system. HRD is the heart of an organization with care and concern as its life blood. To be effective HRD must be evolutionary in approach and characterize empathy in its spirit and performance more than any other function. While maintaining its primary facilitator role it should try to make direct contribution as an internal consultant in the diagnostic and transformational process of the organization. Instead of "fixing weaknesses" it needs to focus on "building strengths" approaches to human development. A shift is required from an informer to reformer to transformer. It should try to ensure that at the middle level managers aim to be people managers' in order to make HRD programs and strategies successful. It has to make sure line managers have people development' as part of their job descriptions and are recognized and rewarded for proactively owning responsibility for it. The focus needs to move away from training as a top down intervention and towards learner-centered initiatives. This idea suggests that the way to unlock individuals' potential lies not in merely teaching them the things the organization believes they should know, but in enabling them to manage their own development in a supportive learning environment. This shift demands both a new mindset from those involved in human resource development and the formulation of processes that encourage and support the learner.

For effective learning to take place employees need confidence and appropriate learning skills, opportunities to turn their commitment into productive action and a positive learning climate created by the presence of supportive systems and colleagues. Learning by definition lies in the domain of the individual. Hence, most of these supportive interventions will be undertaken by learners and their managers – in environments where the HRD specialist has no direct control. This indeed makes the role of HRD very challenging. At the higher level managerial level, there is a need to possess the cultural skills and system skills for work force management. HRD

facilitator by becoming an out and out people person should help employees to attain above skills through programs, interventions and by providing training opportunities. It should aim at creating organizations that are continuously learning and adapting to the environment. It should try to achieve this aim by enhancing organizational capabilities. Integrating human resources with business by promoting individual growth and development of employees leading to increase in the level of involvement. Continuous individual growth with the view to narrow down the gap between individual and organizational goals. Achieving corporate excellence by facilitating group communication and team building. By emphasizing on emotional and psychological approach to people related issues – hence insights into human behavior are required.

The paper proposes that by nurturing synergetic environment for holistic development HRD should aim at adopting a competency framework that describes the HRD architecture, the HRD culture and the behaviors that an employee must have, or must acquire, to achieve high levels of performance for himself and for the organization. The process of developing a competency framework is as important as the product. Discussing what matters in terms of a list of competencies is a way of establishing the necessary dialogue between HR and the concerned department. A competency framework will aim at bridging the overall organizational requirements into terms that are relevant to the individual employee and an individual department. Training and learning managers should develop and tailor make competency frameworks for their own departments. Communication skills, people management and team skills must be expressed using the language and culture of the particular organization. Only in this way will they command support and acceptability.

**REVIEW OF LITERATURE:**

Today, HRD professionals are expected to provide interventions, initiatives, activities, and services that help organizations achieve their strategic business goals and objectives (Brinkerhoff & Gill, 1994). As such, dedicated and determined professionals spend their energy and efforts helping their organizations develop learning cultures, create performance management systems, and implement change initiatives (Gilley & Maycunich, 2000). According to Ehrlich (1997), a fundamental requirement of HRD is to add value to the organization.

Torraco and Swanson (1995) and Brinkerhoff and Gill (1994) agreed that linking learning and performance interventions and change initiatives to the organization's strategic business goals and objectives is critical to the success of HRD. When HRD goals are compatible with and responsive to the organization's strategic goals and objectives, HRD's value increases. Conversely, when they are not aligned, the value of HRD diminishes. Burke (1992) suggested that HRD professionals understand and champion the process of change by working closely with managers who are leading change and assisting those who are struggling to implement change. Swanson (2001) developed these ideas further in attempting to articulate the theoretical foundations of HRD, especially its roots in systems theory (Gradous 1989). The core objective of HRD should be to nurture a collaborative environment for holistic development of employees. It should have firm faith in the belief that each individual has immense potential that can be harnessed. The potential exhibited in day to day performance is like the tip of an iceberg; lot of it lies underneath the surface. It can be brought to the surface by providing opportunities wherein an individual can realize his quest to learn, grow and contribute (Mehta, 2009). HRD strategy, allied with a human resource management strategy, is the effective way to link training policy and practice to organizational goals. The fundamental role of the trainer is to ensure that effective learning occurs (O'Donnell et al., 1997). In a study by Ayupp et al., (2008) HRD Resources emerged as the dominant factor contributing to a successful learning organization. Harvey (2001) identified that an organization's culture as exhibiting a significant impact on a firm's long-term economic performance and ultimately as a crucial factor in determining its success or failure.

#### **PROPOSED ABC FRAMEWORK OF COMPETENCY BUILDING THROUGH HUMAN RESOURCE DEVELOPMENT:**

**HRD ARCHITECTURE EMPLOYEE BEHAVIOR HRD CULTURE:** It may comprise of the triplet traditional function that HRD has already been into. These are training and development, organization development and career development. While organization development is treated as a twin of HRD training and development is often used as its synonym. Each of these need to be understood as mentioned below **Training & development:** Training can accomplish many things. It can help people learn the new skills that are required to meet new expectations, both

formal and informal. Training can help people accept the challenge of their evolving jobs. Training can also help to: - build a common understanding of the organization's purpose. - Show management's commitment and loyalty to employees - develop people so they can increase their responsibilities and contribute to the organization in new ways. Training can broadly be divided into three categories: for efficiency Training, for deficiency and for personal development there may be different categories of employees and every employee can be motivated with training depending on the category of employee. The training should focus on performance improvement where the role of the trainer should be transformed to the role of a performance consultant. As more and more companies are following the team work and empowerment, teaching the employees the right attitude and enhancing their competence is crucial. In order to develop Mini HR managers in every department the HRD has to act as a facilitator and a consultant he has to follow the following philosophy.

**Career development:** Career planning should become a core area of attention in managing human resources. Mere confinement to regular responsibilities may not satisfy the career urge of dynamic employees hence HRD should ensure the provision for learning new technologies through external specialized training programs and providing opportunities for improvement of qualifications makes sure a qualitative performance. Mentoring as a collaborative and mutually beneficial partnership between a person who possesses knowledge, skills and experience and a person who is hungry and thirsty for knowledge should be encouraged in every department.

**Organization development:** It encompasses the whole organization. The aim of OD is to bring about organizational effectiveness by indulging in micro and macro level changes. Some of the micro level changes are team building; conflict resolution and the macro level changes are cultural transformation etc. Amongst these changes, HRD professional should not act as a catalyst of change. It should aim at creating various mechanisms and processes in the organization to continuously develop the competencies of employees so that they can perform their present job well ; are equipped to perform their future roles in the changing situation and can contribute to the organizational efficiency. The synergetic effect of integrated sub systems put together can bring about the desired result of developmental environment in the organization.

Exactly what kind of development a given individual might need to expand his or her capabilities depends on both the person and the capabilities needed. However, some of the important and common management capabilities apart from technical competence to be developed are action orientation, quality decisions, and ethical values. Equally important but much less commonly developed capabilities for successful managers are team building, developing subordinates, directing others, and dealing with uncertainty. Developing capabilities requires assessing a person's current capabilities, communicating that assessment to the person, and planning experiences or education to meet the development goals. The objective of any business is profitability through productivity and productivity can only be enhanced with the help of HRD. HRD department needs to identify the areas of improvement with respect to every level of employee. All HRD activities should be aimed at developing and improving the performance of its human resources. Individual competencies at all levels have to be focused upon and enhanced. At the higher level of management Leadership and supervising skills need to be enhanced in order to make HRD agile. The HRD system should focus on collaborative environment, good communication system, culture building, acting as a catalyst of change and on being a mentor and facilitator with good counseling skills.

**Collaboration:** the team building efforts help the employees to perceive themselves to contribute collectively towards the organizational excellence. The common understanding of the organizational mission and a sense of teamwork translates into less departmental conflicts, greater acceptance of change and more productive departmental culture.

**Communication:** Good communication is the foundation of sound management. The performance of all managerial functions depends on successful communication by the managers at various levels. HRD has to play an important role in ensuring that the communication is clear, correct and controlled wherever possible. Communication is a key to ensure involvement of employees. Nothing substantial can be achieved unless people within the organization work towards the shared vision and mission. Communication is generally downwards, formal and restricted to what is considered operationally desirable. HRD should ensure that how we can reach out to people and relate with them in the sense of understanding what they want, how they think and what motivates them. Talking to people,

listening to them is the way to performance perfection. Identifying the areas of improvement and the training needs and trying to bridge gap between the desired performance and the present performance should be the main objective of HRD.

**Counseling:** it should provide every manager with an opportunity to demonstrate his genuine interest in the welfare and development of every member of the department .in this regard even the individuals with unsatisfactory performance are likely to appreciate the efforts of their boss to help them improve and succeed in meeting the criteria for productivity and success. The employees need not keep guessing the expectations of their boss from them.

**Change Agent:** In contact of performance improvement role HRD has to act as a key organizational change agent, to create a congenial environment in the organization by improving adaptability, capability and capacity of the employees. This will be possible when the employees know very well the changes necessary for attaining the mission and objectives of the organization. HRD has to keep analyzing internal HR processes and procedures for congruence with mission and vision of the organization. It should change, adapt, modify and initiate new processes & procedures which meet the changing business scenario and enable employees for a better fit between business strategy & HR strategy.

**Culture building:** Culture in an organization is the perception about the developmental environment prevalent in the organization. Organization is said to have our enabling culture when it creates a learning environment in which the employees are motivate to take initiative & risk and feel enthused to experiment, innovative and they make things happen. HRD must contribute in creation of a culture that characterizes openness, trust, fairness and all the values close to our organization. Building a robust culture is an important issue for organizations today and the process is further complicated because of the long-term perspective it requires. Rebuilding the corporate culture should be the area of focus for HRD with an aim to have disciplined thought, disciplined action and disciplined speech. In order to find out ways to build companies with strong culture, a thorough understanding of the problems associated with corporate culture must be understood. HRD should initiate and stimulate a culture of learning in the organization. The HRD programs should help the employees to identify the relationship between work and learning. In a learning organization every individual is constantly learning

and stretching himself thereby enhancing his capacity & capability to enhance and to create. There should be a culture of openness, mutual trust and respect. People feel free to experiment, take risks and try to value their contribution more than the compartmentalization of the organization.

**EMPLOYEE BEHAVIOR:** All HRD programs should be efforts to change employee behavior. In order to change any behavior however it must be understood as to what factors cause employees to behave the way that they do. In order to do this we propose that it should follow the extended **ABC model** explained below:

**EXTENDED ABC MODEL:**

**A** –Attitudinal development,

**B** – Desirable behavior development Awareness Mechanisms,

**C**-Competency development Skill Gap Reduction.

Knowledge Enhancement Armed with this knowledge we can more accurately diagnose performance problems, understand what makes effective performance and design HRD programs to create the behavior we want. Identifying the causes of employee behavior is not easy as it might appear. Understanding of employee behavior and its causes is critical for any HRD program to become effective.

**Situational factors:** Employee behavior is critical to realizing goals and increasing productivity. It is through behavior people influence the organizational environment. The behavior should fall into three categories.

**Core behaviors:** that flow directly from behavioral core competencies, which are fundamental to the success of the firm across all business units and through all levels.

**Situation specific behaviors:** These are the behaviors that are essential at key points in the firm.

**On the job behavior:** These behaviors affect the overall climate and morale of the organization at large. They should emanate from the core behaviors and should percolate from the top. Integration of these behaviors should be the responsibility of HRD. An understanding of those factors may be helpful in bringing about desirable changes in behavior.

**HRD CULTURE:** The HRD culture should reflect Organizations' beliefs and values. Values serve as a moral compass that directs the actions and behavior of a person. Since the people don't just carry a part of themselves to office .they carry their values with them. It is imperative for HRD to make people aware of the fact that a particular set of values are in use'. Just as the individuals' personality can be judged by behavioral tendencies similarly HRD should ensure that the values are a visible part of the culture. The clear objective, promoting effective and appropriate learning, will be achieved through a variety of interventions and mechanisms, depending on the organizational culture and context. Fortunately, the picture that emerges is a positive one. We are in a state of transition not a state of confusion. HRD professionals need to have clear ambitions, but are seeing what works in their organization and building up support for a learner-centered approach based on the success of their initiatives.

**CONCLUSION:** One of the core competencies the organization needs to develop is an almost instinctive awareness of which are the most effective employee levers to pull. Unless organizations can develop employees who are capable and motivated, and are committed to HRD and performance in their respective fields, they will not be able to create a competitive advantage. Their learning and development is a critical cog in building a workforce that can continuously learn, unlearn and relearn.

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