Application of HRD Strategies for Organizational Development

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Abstract

Factually, HRD (Human Resource Development) Strategies and its application for the organization's overall development is an important concept of past and present time. Today's business environment necessitates that Human Resource Development not only support the business strategies of the organization but it assume a pivotal role in shaping of business strategy and enabling the organization to develop and meet its present needs in the competitive world.

The management has to recognize the important role of Human Resource Development in order to efficaciously steer organizations towards profitability. It is essential for the management to capitalizesubstantialperiod and amount, to learn the shifting situation of the HR department in 21st century. In order to survive the competition and be in the race, HR department should deliberately update itself with the conversion in HR and be aware of the HR issues cropping up in day to day activities of the organization.

This paper looks at the application of HRD strategies for organizational development (OD) with regard to its role and application of HRD Strategies.

This paper seeks to investigate the different HRD strategies adopted by the organization for its development.

This paper will analyze the application of HRD strategies and its impact and also it reviews how the HRD strategies may affect the organizational development

 Key words: Human Resource Development, Business Environment, Business Strategy, Organizational Development, Human Resource Development Strategies.

 Abbreviation: HRD - Human Resource Development   OD - Organizational Development

I. Introduction

The word HRD Strategy can simply be defined as "a plan that expresses how the Manpower resources could be operated through the use of an assimilatedcollection of training, organizational development and career development efforts to achieve individual, organizational objectives**.**

The Globalization of individual companies and capital markets over the past two eras has changed the business setting. Most of the firms have already lengthenedtheir operations overseas, and even severely domestic businesses are facing serve competition from overseas. As a reaction to worldwidecompetition it is more necessary than ever to implement anaccurate HRD strategy in order to improve the productivity and efficiency of the business and also the organization overall.

HRD strategy must be united with the organization's "VMGO" which stands for Vision, Mission, Goal and Objective. The organizational HRD strategy should be thoroughly analyzed to the nature of their business, which in turn can able to regulate its strong desire to develop, and identify strategic processes and vital people. Generating different approaches for all groups of people in the organization is necessary, reliant on their capabilities, understanding and accountabilities.

The field of HRD or Human Resource Development encompasses several aspects of enabling and empowering human resources in organization. Howeverpreviously HRD was represented as handling people in organizations with prominence on human resource planning , training and retraining to keep employees gratified, This change in the way work force are treated and has come about due to the predominant notion that human resources/work force are sources of competitive advantage and not merely employees accomplishing their job accountabilities

Generally HRD process comprises of three interdependent parts

- ✓ Speculation in human resources to enhancecreativecapabilities.
- ✓ Making effective utilization of human resources to result anamplifiedoutput.
- ✓ Contributionofthehumanbeingswhohaveenhancedresources(better   edification, better talents levels etc.) in the consumptionofthat increased output through a better quality of life.

Historically,HRDhasreferredtodevelopinghumanresourcesinordertoincreaseeconomicproductivityandth ereforeanation'swealth, which is ,very closely linked with economic outputs.   However, within c u r r e n t definitionsanddiscussions,especiallyinthecontextofdevelopingcountries,thereismoreemphasis onthehumanaspectsofHRD.So,inthedevelopmentcontextthemeaningoftheterm'shumanresourcesdevelo pmentandhumandevelopment are very much interconnected.

HR and OD therefore, have a number of things in common. Through utilizing systems thinking, HR and OD practitioners can work together to support the organisation in its pursuit of sustainable long term performance. As HR takes on an increasingly transformational role, OD will enable HR professionals to:

- support transformation
- work on organization design
- design and deliver learning and development interventions
- support clients in major change and organisation design projects
- analyze and improve the overall health of the organisation
- keep the organization healthy and fit for future challenges.

And HR can best deliver effective OD through line managers; these are the primary practitioners of organisational development. Leaders hold the custodian role, safeguarding and improving organisational health and performance. HR needs to work closely with senior leaders, turning them into commissioners of OD who are able to diagnose and understand their impact and role in improving organisational health, who appreciate that an organisation is a human system, not just a technical system.

HR needs to ensure that leadership capabilities are transformational, not just transactional. Leaders need to add to their ability to interpret the data on the horizon to manage the environment, form effective strategies and delineate organisation performance outcomes. They need to make sure their organizations stay relevant to their key stakeholders, with further ability to focus inward so that the vision, mission and culture of the organisation are aligned. And they need to be able to understand sufficient human dynamics to make sure that sufficient and robust processes exist within the organisation culture and practice to inspire people to come along with them.

II. Objectives of the study:

1.   To present a basic understanding of application of HRD strategy for Organization Development

2.   To recognize the HRD strategies for Organization Development

3.   To examine the role of HRD strategies for Organization Development

III. Methodology:

For this study the researcher collected information from various published sources such as annual reports, relevant books, peer journals, and also current electronic publications (Valid Websites), the analysis of this paper is totally depends upon secondary data and involves an extensive literature review.

The suggestions were also been provided based on extensive the literature review and the researcher tried to draw a conclusion based on discussion in the literature

IV. **Literature Review:**

According to the American Society of Training and Development(ASTD),HRDistheintegrateduseoftraininganddevelopment,organizationaldevelopment,an dcareerdevelopmenttoimproveindividualgroup,andorganizationaleffectiveness.Society'isfacedwithnewc hallengesand changes daily which increase the need to provide employeeswithappropriatelearningexperiences.Moreover,HRDhelpsorganizationstoprovidelearningrelat edtothegoalsoftheorganizationandtoitsemployees.

According to Leonard Nadler, author of *Developing HumanResources*,

✓   *Training* is a learning activity provided by employerstoemployees, to help them perform, their current jobsmoreefficiently;

✓   *Education*focusesonlearningdesignedtoprepareanindividualfor a job different than the one currently held;and

✓   *Development* focuses on providing knowledge or skills withinaspecified area, but is not necessarily jobrelated.

The Human Resource Development as a Function has evolved inIndiavery indigenously from the year 1975 when Larsen & ToubroCompanyconceptualized HRD as an integrated system and decided to separate itfromPersonnel.Sincethen,inthelast25yearsmostorganizationshavestartednew HR Departments or re-designated their Personnel andotherdepartmentsasHRDDepartments.TodaytherearehighexpectationsfromHRD.   Good   HRD requires well-structured function andappropriatelyidentified HRD systems, and competent staff to implement and facilitatethechangeprocess.

In   1975   Larsen   &   Toubro   a   prominent   Engineering   Company inIndiahadappointedtwoconsultantsfromtheIndianInstituteofManagement,Ahmedabadtostudytheperfo rmanceappraisalsystemandmakerecommendationsforimprovingit.Thetwoconsultants(PareekandRao,19 75)   studied   the   system   through   interviews   etc,   and   suggested   a n e w system.PareekandRao(1975)recommendedthat"...PerformanceAppraisal,PotentialAppraisal,Feedb ackandCounselling,Career D e v e l o p m e n t a n d Career Planning and Training and Development get distinct attentionasuniquepartsofanintegratedsystemwhichwecalltheHumanResourcesDevelopmentSystem ".PareekandRao(1977)intheirsecondreportoftheHuman Resources system in L&T recommended that the personnelfunctionbe viewed as Human Resources Function (HRF) and suggested atrifurcatedfunction: Personnel Administration, HRD and WorkerAffairs.

The consultants differentiated the HRD from other components ofHRFand also integrated structurally and system-wise. Structurally the HRD istobe a subsystem of HRD and integration of this   with   the   other twosubsystems(PersonnelAdministrationandWorkerAffairs)tobedonebytheDirectorlevelperson(for exampleVice-PresidentPersonnel&HRD),throughtaskforces and sub-system linkages. Inter system linkages were outlinedbetweenvarious HRD subsystems to have an integrated system.

HR strategies set out what the organization intends to do about its human resource management policies and practices, and how they should be integrated with the business strategy and each other. They are described by Dyer and Reeves (1995) as 'internally consistent bundles of human resource practices', and in the words of Peter Boxall (1996) they provide 'a framework of critical ends and means'.

The purpose of HR strategies is to guide development and implementation programmes. They provide a means of communicating to all concerned the intentions of the organization about how its human resources will be managed. They enable the organization to measure progress and evaluate outcomes against objectives.

TYPES OF HR STRATEGIES

Because all organizations are different, all HR strategies are different. There is no such thing as a set of standard characteristics. Research into HR strategy conducted by Armstrong and Long (1994) and Armstrong and Baron (2002) revealed many variations. Some strategies are simply very general declarations of intent. Others go into much more detail. But two basic types of HR strategies can be identified. These are: 1) overarching strategies; and 2) specific strategies relating to the different aspects of human resource management.

Overarching HR strategies

Overarching strategies describe the general intentions of the organization about how people should be managed and developed and what steps should be taken to ensure that the organization can attract and retain the people it needs and ensure so far as possible that employees are committed, motivated and engaged. They are likely to be expressed as broad-brush statements of aims and purpose, which set the scene for more specific strategies. They are concerned with overall organizational effectiveness – achieving human resource advantage by, as Boxall and Purcell (2003) point out, employing 'better people in organizations with better process', developing high-performance work processes and generally creating 'a great place to work'.

Specific HR strategies

Specific HR strategies set out what the organization intends to do in areassuch as:

1. Talent management – how the organization intends to 'win the war for talent';
2. Continuous improvement – providing for focused and continuousincrementalinnovation sustained over a period of time;

3. Knowledge management – creating, acquiring, capturing, sharing and using knowledge to enhance learning and performance;

4. Resourcing – attracting and retaining high-quality people;

5. Learning and developing – providing an environment in which employees are encouraged to learn and develop;

6. Reward – defining what the organization wants to do in the longer term to develop and implement reward policies, practices and processes that will further the achievement of its business goals and meet the needs ofits stakeholders;

7. Employee relations – defining the intentions of the organization about what needs to be done and what needs to be changed in the ways in which the organization manages its relationships with employees andtheir trade unions.

HRD, defined as 'organisational learning and development to bring about the possibility of performance improvement and/or personal growth', deals with all activities related to:

• Training

• Education

• Development

 All HRD efforts are to bring about the possibility of performance improvement at individual or team level and/or personal growth. These disciplines make a powerful combination but stop short of being able to build organisational capability. This is where OD fits and provides a foundation for current and future organisational success. While learning and development (HRD) focuses on human learning, OD focuses on human dynamics. The rich field of knowledge in OD helps us understand how people and organizations function, and how to help them function better within a clear value framework. It's about getting the organization's total system to work coherently. We believe that as HR's role becomes more strategic, OD will become intrinsic to strategic HRM.

DEVELOPING HRD STRATEGIES

The following six-step approach is proposed by Gratton (2000):

1. Build the guiding coalition – involve people from all parts of the business.

2.Image the future – create a shared vision of areas of strategic importance.

3. Understand current capabilities and identify the gap – establish 'where the

Organization is now and the gap between aspirations for the future and the reality of

thepresent'.

4. Create a map of the system – 'ensure that the parts can be built into a meaningful

whole'.

5. Model the dynamics of the system – ensure that the dynamic nature of the future is

taken   into   account.

6. Bridge into action – agree the broad themes for action and the specific issues related

to those themes, develop guiding principles, involve line managers and create cross-

functional teams to identify goals and performance indicators.

But many different routes may be followed when formulating HR strategies – there is no one right way. On the basis of their research in 30 well-known companies, Tyson and Witcher (1994) commented that: 'The different approaches to strategy formation reflect different ways to manage change and different ways to bring the people part of the business into line with business goals.'

In developing HR strategies, process may be as important as content. Tyson and Witcher (1994) also noted from their research that: 'The process of formulating HR strategy was often as important as the content of the strategy ultimately agreed. It was argued that, by working through strategic issues and highlighting points of tension, new ideas emerged and a consensus over goals was found.'

Barriers to the implementation of HR strategies

Each of the factors listed by Gratton et al can create barriers to the successful implementation of HR strategies. Other major barriers include failure to understand the strategic needs of the business, inadequate assessment of the environmental and cultural factors that affect the content of the strategies, and the development of ill-conceived and irrelevant initiatives, possibly because they are current fads or because there has been an illdigested analysis of best practice that does not fit the organization's requirements. These problems are compounded

when   insufficient   attention   is   paid

to practical implementation problems, the important role of line managers in implementing strategies and the need to have established supporting processes for the initiative (eg performance   management   to   support   performance   pay).

Overcoming   the   barriers

To overcome these barriers it is necessary to: 1) conduct a rigorous preliminary analysis of needs and requirements; 2) formulate the strategy; 3) enlist support for the strategy; 4) assess barriers; 5) prepare action plans; 6) project-manage implementation; and 7) follow up and evaluate   progress   so   that   remedial   action   can   be   taken   as   necessary. – resourcing: deciding what sort of people are required and ensuring that they are available;

– human resource development: identifying the skills required, auditing the skills available, taking steps to match skills to present and future business requirements and initiating processes for enhancing organizational and individual learning related to business needs;

– reward: using reward processes to ensure that people are valued according to their contribution and to convey messages about the behaviour, capabilities and results expected of them;

– employee relations: building on the steps already taken to communicate to employees and to   involve   them   in   decision-making   processes   on   matters   that   concern   them.

IMPLEMENTING HR STRATEGIES

Because strategies tend to be expressed as abstractions, they must be translated into programmes with clearly stated objectives and deliverables. But getting strategies into action is not easy. The term 'strategic HRM' has been devalued in some quarters, sometimes to mean no more than a few generalized ideas about HR policies and at other times to describe a short-term plan, for example to increase the retention rate of graduates. It must be emphasized that

HR strategies are not just programmes, policies, or plans concerning HR issues that the HR department happens to feel are important. Piecemeal initiatives do not constitute strategy.

V. Conclusion:

It is important for HRM to recognize the critical importance of HRD Strategies' HRD as the strategic partner is both the output and input , that seeks to deliver employee expertise of genuine strategic value to the organization must adopt a systematic perspective of its role and demonstrate the strategic attributes. The application of HRD strategies depends on the nature and size of the organization. The organizational manager and top level management will take into account to apply the HRD strategies with respect to vision, mission, goal and objective of the concerned organization. Various studies have confirmed that HRD strategies are lagging behind in some of the organization due to some internal and external factors. To conclude that it can be said that application of HRD strategies is becoming more thoughtful stimulating phenomenon in day to day HR activities of the organizations. The department of HR should analyses from time to time and should be updated accordingly; this will help the organization to take corrective actions at the right time and also assists in Organizational Development.

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