

EXPLORING THE ROLE OF ENVIRONMENTAL FACTORS THROUGH HRD

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ABSTRACT

Environmental factors are a composition of internal and external factors operating within the organization. Business environments pertain to factors which cast an impact on the business. Business environment consists of specific and general factors. Specific factors are individual oriented factors which affect the individual in organization in its day-to-day operations. General factors are organization related factors that cast an impression on an entire industry and affect individual organizations equally. The present paper attempts to understand the role of Human Resource Development (HRD) in facilitating the business environment.

Keywords: Environment, Factors, Internal External HRD

Environmental analysis is the process by which corporate planners monitor the economic, governmental, supplier technological and market strategies to determine the opportunities for and their threats to their enterprise. It consists of identifying and analysing environmental influences individually and collectively to determine their potential effects on an organisation and their consequent problems and opportunities.

Organisations better know that workplace learning is one of the key factors behind any business's success. It is necessary that all the workplace or organisations should develop an appropriate learning environment. Learning is a dominating organisational agenda. It is the collective responsibility of the organisation to get people together to accomplish tasks and objectives by utilising the organisational resources effectively and efficiently.

The main objective of the study is to assess the impact of working environmental factors by identifying the various concepts of HRM, HRD, learning.

Business environment is a changing environment. Since HR environment is closely related to business environment its changing environment affects organisation. The various factors of HRM

which effects business environment includes work force diversity, economic, technological change, globalisation, organisational restructuring, changes in the nature of job and work.

Human resource management (HRM or HR) is the strategic approach to the effective management of people in an organization in order to achieve a competitive advantage in business. Its main objective is to maximize employee performance in service.

Human resource development (HRD) can be defined as a group of methodical and planned sequence of activities which is carried out by an organization to direct its members with the opportunities to learn the required skills and to meet future task requirement. It is a systematic procedure of obtaining extra ordinary performance, from ordinary employees. This field enables employees to realize and develop their maximum potentialities. The elements of HRD includes learning, development & training. According to Bass & Vaughan 1966, **Learning** is 'a relatively permanent change in behaviour that occurs as a result of practice or experience'. **Development** is the increase or realization of a person's ability and potential through the provision of learning and educational knowledge, throughout the entire lifespan. **Training** is the intended and methodical alteration of actions framed through learning events and plans, which facilitate employees to reach the highest echelon of efficiency and effectiveness. Since HRD requires learning as a key ingredients, **some theories** could be deployed, so that management could set about effective workplace learning & development. For example Skinner (1974) in his **reinforcement theory of learning** maintained that changes in behaviour take place as a result of an individual's retort to events and the resulting consequences. People can be 'habituated' to replicate the performance by constructive support like providing rewards and recognition, hike in pay packages. **Experiential learning theory** (Reynolds *et al* 2002) maintains that individuals are dynamic managers of their individual learning. Experiential learning occurs when individuals gain knowledge of from their experience by pondering on it so that it can become tacit and natural. Putting it into an organizational context it becomes very necessary for managers to motivate their employees not only to get experience of varied ranges, but it is equally important to share and reflect back on their experiences. It is only through this process that learning would take place. Wenger's (1998) **Social learning theory** maintains that "we all participate in 'communities of practice' (groups of people with shared expertise who work together) and that these are our primary sources of learning". Owing to this rationale process of learning and training gives prime importance for team based interventions and strategies, so that collective learning can take place

Concepts and theoretical approaches of Human Resource Development

Human Resource Development (HRD) has evolved as a sphere of varied activity whose foremost stress is on serving employees to expand their individual as well as organization's strength. This

contains such openings as vocational and career development, planning and coordinating for training needs and activity maintain employees work life balance etc. Owing to its global spectrum, it has really become a challenge to define HRD. Researchers have tried to define this concept by various ways. McLean & McLean (2001) has defined HRD as "any process or activity that, either initially or over the long 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 organisational community, nation, or ultimately, the whole of humanity".

The major concepts of HRD include employee oriented welfare. It includes major concepts like organisational learning, employee learning and development, management or executive development and also aims at organization's focus on improving the knowledge, ability, skills, and other talents of their employees. According to Mabey and Salaman, 1995 "Organizational learning is concerned with the development of new knowledge or insights that have the potential to influence behaviour ." Organizational learning is a very important dynamics within the organization. This helps in structuring up the intellectual capital needed by organization. Pettigrew and Whipp (1991) maintained that organizational learning is used for building "organizational capability". Through this he meant to explain the process of paying interest to the complex and often ignored or latent learning that takes place and influences what occurs within the organization.

Employee learning & development focuses on the development of knowledge skills and abilities as required by the organization. This is provides the employees with specific skills or knowledge and help the employees in rectifying their insufficiency in their performance. This might be basically achieved through the process of training employees. Within this process career development is also one of the domains of HRD. For this organization uses job analysis, which is a systematic method of analysis employee's attribute and work required to be done in the job

Management development seeks to incorporate to improve managers' performance in their current roles and prepare them for bigger errands in the future. Mumford and Gold (2004) has explained this as 'an attempt to perk up managerial effectiveness through a learning procedure. Management development makes sure that managers understand what is required from of them; agreeing with the purposes against which their performance will be calculated and the level of competence required in their roles. It recovers the presentation of managers in their present roles as a means of preparing them for greater responsibilities. It identifies managers with capabilities, encouraging them to organize and execute private development plans and make certain that they receive the necessary development.

Nature of HRD

- HRD is a functional discipline .It seeks to resolve various issues through application of various fields in different subjects
- HRD is a continuous process.. It is a long term process and prepares the employee for future work demand.
- HRD provides a well integrated system of development. HRD is supported for employee development and logical planning.
- Human resource development (HRD) is aimed for the state of learning, development and training opportunities in order to get better as individuals, groups there by providing a holistic view of the organization.
- It is concerned with behavioural knowledge as it takes into consideration the behaviour of employees towards organisation and helps in controlling better quality of life.
- It focuses for the entire development of human resources

Role of HRD

HRD helps in promoting learning within the organization .Learning can be done by many forms. Owing to mutual trust, commitment and understanding from friends and colleagues innovative skills and qualities required in the place of work can be adopted through the process of sharing and transfer of knowledge. Training requires a need analysis approach to identify the training needs This could be done through identifying organizational needs, employee needs. Arranging for appropriate type of training .

HRD helps in creating a learning organization. By helping employee to continuously expand their competence, to generate the consequences they want for making the entire organization to work efficiently and effectively.

HRD helps in creating and maintaining a established career for employees. Through systematic planning and strategy implementation HRD, builds the career opportunity for employees.

HRD helps in bringing a planned change within the organization. It act as organizational change agents by helping the management in designing and implementing change strategies to transform the organization.

Issues relating to Human Resource Development

It is a well known fact that HRD is an emerging field . As such, it has many issues which need to be resolved. Some of the pertinent issues can be highlighted as follows.

- There is no one leading trained organization or publication.
- There is no professional official approval and recognition for HRD programme

- This field appears to overlap with all existing field of management.
- Any person can assert to be a specialized in HRD
- Cracks survive in research from researcher to practitioner and vice versa.
- HRD roles are often included within the HRM

Although these issues need immediate attention. **The solution for issue is presented**. Short et al. (2009) maintained there are no official obstacle and no educational prerequisite required to avoid an individual from claiming to be a HRD professional. Without professional official recognition available for those in the field, the practice is vulnerable to situations that could have hazardous consequences there by violating ethical standards. In order to curb this practice first of all HRD curriculum has to be introduced within school premises. Professional Government recognised degree and master course should be implemented. After this an authenticated internship programs should be introduced. Within this programme the students should get practical training. They should also learn the use of diagnose, assess and intervention techniques. After this only one should get a proper authenticated degree in HRD. Through this they would become professional in their stream.

Other issues like, there is no one leading trained organization or publication can also be resolved. The HRD area agrees that the field is budding as cross disciplinary in nature. Everyone has different way to approach this field of knowledge. Many of the other professions with distinct area have a body of knowledge unique to their own purpose (Chalofsky, 2007). The body of knowledge in HRD is still emerging. In order to make it unique and particular a single professional association board of members should be established, who should check and verify the emerging trends and concepts so that they should fall under the global umbrella of HRD review only. Practitioners, academician, consultants, researcher should come under one roof and work extensively for the purpose of making HRD a unique discipline.

Similarly HRD is still under too much influence of HRM. The relationship of HRD with HRM has fascinated some commentary – although a common consent has developed regarding the unique and single identity of HRD. Conventionally, both domain concentrated on human resource, but organisations often did not voiced the need for separate departments. As Mankin (2001) incorporated, HRD activities and procedures were often included within the HRM or personnel department where the persons involved often had very little background or training in HRD. He maintained that this state of affairs has resulted from the unclear and challenging nature of the concept of HRD, where the inter play between HRM and HRD was not lucid defined.

Investigation, content and contextual analysis in relation to Human Resource Development issues

The success of orientation that any HRD training includes is through interventions. It was found that unintentional, inept and haphazardous training efforts significantly reduce learning.(Mathis & Jackson 2000). Interventions in the form of training could be provided for development of human resource. HRD interventions are used to diagnose some need or "gap" within the organization. This gap could either be a present insufficiency, such as lower employee motivation or a novel challenge that requires a alteration in the way of how an organization operates (turbulent environmental condition, technological challenges). Identifying needs involves examining the organization, its organizational background, job analysis, and employee act. These interventions could take place through following phases

Need assessment phase: This phase is used to identify the underlying gap, which is present. Within this phase, training requirements are established, purposes and aims are maintained, criterion are developed.

Designing phase: The second phase of the training and HRD procedure requires designing the HRD program or intervention. The design phase also involves deciding on and expanding the stuff of the program. Following considerations have to be seen like deciding upon a proper place for the program (e.g in a classroom situation, or in a workplace), the method implemented to ease learning and the materials to be used in delivering the program (such as handouts, newspaper clips, videos, etc)

Implementation phase: The aim of the assessment and design phases is to implement effective HRD programs or interventions. This is a very important phase where actual training steps are being carried out at the ground level. Strict vigilance has to be maintained so that nothing could go wrong. Special attention has to be given in terms of equipment used.

Evaluation Phase: Evaluation is the ultimate phase in the training and HRD process. This is where the competence of the HRD intervention is calculated. This is an imperative activity. Feedback and feed forwarding is done in this phase only. Cautious assessment presents information on participants' response to the program, how much they grasped, how much practical knowledge they apply etc.

Thus it could be seen that "Human Resource Development (HRD) is an interdisciplinary field with the focus on systematic training and development, career development, and organizational development to improve processes and enhance the learning and performance of individuals, organizations, communities, and society' (Academy of Human Resource Development [AHRD], 1999).

While reviewing the literature review it was found that its origin and development is fascination too. As mentioned above learning, development and training are its main pillars. It is because of

its main elements. HRD has contributed in various dynamic ways like Human resource development makes a chief involvement to the flourishing achievement and alignment of the organization's objectives so that it may result in the benefits all the organization in to. Human resource development progression is considered to attain particular upgrading in public , private and semi government organizations.

Owing to its dynamic and vibrant nature, it has captured some issues. Some issues highlighted in this assignment are like lack of professional HRD bodies, inexperienced practioners, no clear cut boundaries of the HRD field in particular, too much affiliation with human resource management, gaping in the amount of HRD researchers. In order to come out of these problems , some kind of solutions are also provided like having a government recognize body of HRD community.

Lastly we have also talked about the training and development issue in the form of interventions. Interventions are recommended based on need analysis. Four phases of interventions need, design, implementation and evaluation phases have been discussed. Depending upon the change needed interventions could be long as well as short termed. To identify the type of change needed, Need analysis on three levels mainly, organisational, task and individual could be done. Some type of HRD interventions have also been outlined for more comprehensive and analytical understanding.

Intervention of HRD factors may also include recruitment of new employees in the organisation, motivational factors amongst them, empowerment of employees for taking up new role in the organisation, leadership positions, competencies.

Few of the external environmental factors can also be reviewed as they affect business goals and objectives of the organisation. They are effected by socio economic, political, technological factors. These factors also initiate the need for intervention of human resource development and learning process in the organisation.

It could be concluded that it is through these HRD initiatives the business exists and which is turn gets affected by the Environment.

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