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Research Paper

HUMAN RESOURCE DEVELOPMENT POLICIES IN COORDINATION WITH ORGANIZATIONAL STRATEGY

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ABSTRACT

The researcher in this research work will examine some of main trends of Human Resource Development Strategies and will consider that the integrating Human Resource Development policy with organizational strategy is the most effective way in both public and private sectors, when placing them with global – arching HRM and this can provide requirements for strategically steering in the organizational management strategic. In this regard, both sectors need a group of positive factors which can concern effective management of Human Resource to implement their strategies and purposes. This research work will prove that there is need for integrating the Human Resource Development policy with the organizational strategy and assesses the process of integration. Furthermore, this paper will conclude that organizations in both sectors need to make their Human Resource Development practices deeply more strategic and executive.

KEY WORDS: Human Resource Development (HRD), Strategic Human Resource Development (SHRM), Strategy, Organization Strategy.

INTRODUCTION

The most effective way is to integrate the Human Resource Development policy and practices with Organizational Strategy with global-arching Human Resource Management. As it mentioned above, Human Resource Development researchers have discussed for long time on linking Human Resource Development with organizational strategy. Many people feel that if only Human Resource Development could be effectively linked to the organization's long-term strategy, then it would command top management's attention, galvanize management support, and attract additional resources.¹For better clarification, there is need to know about the definition of Strategy and Human Resource Development, the concept of Strategy can be defined as the way an organization chooses to compete or meet customer or constituent needs and Human Resource

Development means the "integrated use of training and development, organization development, and career development to improve individual, group, and organizational effectiveness".²

The Centre for Corporate Strategy and Change at Warwick University of the UK, among others, conducted research on the relationship between corporate strategy and training³, this research demonstrated that the relationship is not a simple one, and that no one single factor explains why companies train or do not train. They developed a broad-based model of the training system and the factors which affect it. The five main areas of this model relate to the business strategy, the external labour market, internal labour market needs, internal actors and systems, and external support for training⁴. In this regard, Hendry⁵ in 1991

argued that the necessary condition for increasing company attention to training is likely to be the business response to environmental pressure, which will involve the accumulation of a “critical mass of positive or supporting factors”. Based on this research, he argued that training activities are better sustained within a broader Human Resource Development and Human Resource Management framework. This requires the mobilization of a large number of positive factors and neutralization of negative ones.⁶

Strategy is a modern term which is used to excess in keynote and speeches by management practitioners. In fact Human Resource is not immune from this modern term. There are many purposes for strategic Human Resource Development, such as; HRD from implies to justify its existence and rather imbue it with an unassailable raison. This refers to the sustainable alignment of all HR development practices with the organizational strategy. This is specifically relevant in the sense of producing a system in close conceptual and chronological proximity to the larger organization strategy.

In fact, the strategic development of human resources emphasizes the proactive management change, which enables organizations to survive in an increasingly complex environment, unstable, competitive and global. Therefore, the strategic approach of human resource development is an imperative request in the globalization. In this case Mc Lagan argued that, it's more imperative than ever and can help organizations to improve their performance, if the Human Resource Development meets the organization's needs through changing environment, organization development and personnel training and development and employment development.⁷ As Sthapit stated in 2008, organizations in the quickly changing environment, have adopted the management practices through formulating and implementing long dated organization strategies, to proactively addressing the external environmental changes by integrating all useful strategies into the overall organization strategy. In this way real-life Strategic Management comes into action.⁸ In this regard, Torraco and Swanson in 1995 argued that business environment requires support from business strategies; organizations are also increasingly becoming open to Business Environmental Factors in adapting their management practices for the environmental changes. In their formulating and executing strategies by address the BEF changes, the management executives are required to develop their

human resources' competence, skills and adaptability to environmental changes, but assume a pivotal role in the shaping of business strategy.

In establishing the nature of activities within the strategic of Human Resource Development, as Hu⁹ in 2007 specified the following components such as, developing talent; training; developing the organization; performance development; leadership development. Garavan¹⁰ also at the same time emphasizes on several sets of human resource development strategies, which are including, those that focus on performance of the organization, those who regard organizational learning and those aimed at the organizational change.¹¹

In fact, developing Human Resource Development, can help the organizational management to improve their operational abilities, meaning all the specific skills and competencies that allow a better management of the existing crises and also preventing future ones, but on the hand , these organizations may face some difficulties in operation of these strategies like; the lack of adequate knowledge in crises' management; the lack of awareness regarding threats to business continuity; the inability to follow the respondents' instructions to the crisis when the incident occurs and the lack of psychological skills to cope and lack of decision-making skills.

But this issue cannot be ignored the strategic approach of Human Resource Development is a requirement in the globalization, therefore , employees' continuous training is essential and in this regard is better to find the appropriate and safe method. In this case for improving professional training, according to Manole, in 2006, there is need for action in knowledge, as accurate, of the demand for training and its evolution; the establishment of a clear record regarding the training of employees in each organization; information for those interested upon the possibilities of training; motivating employees and helping those who wish to improve their training; creating a training plan of action and coordinating the continuous professional development actions without breaking the initiatives.¹²

In between Human Resource Coordination with organizational strategy is very critical issue, when Human Resource expands its traditional administrative role, it can have a significant impact on an organization's value creation. Too properly integration of Human Resource with an organization's strategy there is needed to be organized so that it can play a role in the strategic planning of the organization. In this regard, the human capital covers all other areas of an

organization. Therefore the Human resource department needs to ensure the human asset is effectively adjust with the strategy that which is chosen by the organization.

The coordination between Human Resource and the strategy of an organization, first, begins with a strategy-focused professional, secondly, through creating the Human Resource system in alignment with the organization's strategy. The first step in aligning Human Resource with strategy is to recognize that the Human Resource Department and its duties is a strategic asset, instead of the traditional administrative function of being a cost center, focused on compliance. This administrative role works on efficiency and is therefore a commodity.¹³ If an organization fails to recognize this commodity, it misses the opportunity to allow Human Resource to become strategic. This administrative mindset needs to evolve into a focus on value creation. In order to achieve this focus, Human Resource must first recognize that it needs to play a strategic role, and top management must support Human Resource's role by accepting Human Resource into the strategic planning initiatives

UNDERSTANDING THE CONCEPT OF STRATEGY

The origin of this concept can be traced to the Greek word 'strategos', for a general who organizes, leads and directs his forces to the most advantageous. The main emphasis of strategy is thus to enable an organization to achieve competitive advantage with its unique capabilities by focusing on present and future direction of the organization.¹⁴ Strategy refers to the long-term plans developed by top management, usually for periods of two to ten years or even longer. These plans are used to evaluate and seize opportunities as well as to relocate resources.¹⁵ Strategy includes plans to create new products, to purchase other organizations, to sell unprofitable sections of the business, to make shares available, and to enter international markets. "Strategy' in commercial terms is often associated with deployment of resources, outflanking the competition, establishing beachheads in the global marketplace, creating strategic alliances."¹⁶

Since past three decades a lot of research has been written under the field of strategic management about the nature, process, content and formation of organizational strategy. In fact, a 'classical' strategic management process consists of a series of steps which are including first, starting from establishing a mission statement and key objectives for the organization;

secondly, analyzing the external environment in purpose of identifying possible opportunities and threats; thirdly conducting an internal organizational analysis, to examine its strengths and weaknesses and the nature of current management systems and their capabilities and lastly, setting specific goals in achieving organizational objectives and regular evaluation of all the above.¹⁷ In this regard the Mintzberg¹⁸ in 1987 stated that formal approach to strategy making results in deliberation on the part of decision-makers, which results in thinking before action.

In fact, the effective strategies combine deliberation and control with flexibility and organizational learning. But in this regard many of scholars have criticized Mintzberg's work as over-prescriptive. However, in real life, it is important to note that for a variety of reasons and pressures, top decision-makers do not follow such a deliberate approach, when formulating their organizational strategy. Based on their experiences along with factors such as need for flexibility, managers must adopt an 'informal and bounded rational approach to strategy formation.

UNDERSTANDING THE CONCEPT OF STRATEGIC HUMAN RESOURCE DEVELOPMENT

The Strategic Human Resource Development means providing the people with training and development programs of various types that are relevant to their respective role, duties and responsibilities. The use of strategy in training and development requires that these are aligned to related organizational needs in order to achieve organization's mission and objectives. In fact, Strategic human resource development is a method in terms of which learning or the performing of knowledge processes relating to the emergent strategic orientation of companies is made possible, It focuses on the development of the skills that executives, managers and employees may require in future and is proactive in nature. The skills executives, managers and employees should have are determined according to the future strategic orientation of the company.¹⁹ A training process which enables strategic human resource development should therefore provide for empowering executives, managers and employees for effective performance in terms of the strategic domains which are more emergent in nature such as the complex and chaos domains. Strategic human resource development requires proper planning.²⁰ One of the important actions to do is to classify the training needs of your employees into categories for better management.

1. Core competencies are competencies that reflect the core values that your organization has adopted.
2. Functional competencies are competencies required by your employees to effectively carry out their day-to-day duties and responsibilities and the needs of your organization at the various areas of activities²¹
3. Behavioral competencies are behaviors that employees must demonstrate in order to improve their performance.²²

At an organizational level strategic human resource development contributes to executives, managers and employees being able to give effect to the future strategic orientation of the company. In terms of individual executives, managers and employees, strategic human resource development results in executives, managers and employees being developed in a more holistic manner than in the case of a traditional human resource development process.²³ Strategic human resource development it is clear that this type of human resource development enables organizations to effectively address the emergent needs of the market or the industry. The unique nature and focus of traditional and strategic training mean that companies should use both these types of training processes in order to ensure that they are 104 empowered for efficient and effective performance in all four the domains of their strategic environment both currently as well as in the future.²⁴

The characteristics of Strategic Human Resource Development as found in the different literature relate to four aspects,²⁵

- 1- The alignment between the grand strategy and the strategic orientation of the company as well as strategic human resource development
- 2- The relationship between the management and development of the human resources of the company.
- 3- The responsibilities and relationship between role players in strategic human resource development.
- 4- The effect of strategic human resource development on the company.
- 5- The alignment between the grand strategy and the strategic orientation of the company as well as strategic human resource development

Strategic human resource development should have an effect on the continued competitiveness of the company but it should also influence the culture of the company and enable knowledge processes to be

performed in terms of the emergent strategic orientation of the company.²⁶

STRATEGIC HUMAN RESOURCE DEVELOPMENT AND ORGANIZATIONAL CRISIS

In fact, each types of learning activities involve varying degrees of knowledge acquisition, training of the understanding capabilities, training aptitudes and attitudes and the primary goal of training activities is to increase performance.²⁷ There are also other reasons for which training is one of the elements of “outpost” because it helps individuals to “grow” both professionally and also in terms of socio-cultural factor. In experts’ opinion, there are certain advantages resulting from the use of training, which have a significant effect in organizational activities and increase the economy overall efficiency, for instances; improving performance at individual level, team and organizational in terms of results (outputs), quality, speed and overall productivity; increasing membership and employees’ involvement in the organization’s activities by encouraging them to participate in establishing the mission and organization’s objectives, improve operational flexibility by broadening the scope of employees’ professional skills and developing a positive organizational culture oriented for example, on results and continuous performance.²⁸

The organizations that have an appropriate vocational training philosophy means to operate in an area where competitive advantage is achieved only using high quality staff training and welfare.²⁹ For this, it is necessary to invest in the organization’s human resources in developing their skills and knowledge.³⁰ Therefore, training must meet certain requirements to be a viable investment, namely:

- To be focused on solving problems and to remove the cause that lead to producing the dis-functionalities;
- To be addressed in connection with the performance;
- To be geared towards obtaining clear and effective results;
- To be aimed at continuous personnel improvement;
- To assume a strategic approach.³¹

Therefore, the professional training is a major component of strategic human resources development, regarding all others: talent development, performance, management and organization.³²

HUMAN RESOURCE DEVELOPMENT STRATEGY IN COORDINATION WITH ORGANIZATION STRATEGY

Human Resource Development to see itself as a partner for all other parts of the organizations, whom it supports in the pursuit of their strategies goal by satisfaction them with its specialists know-now. In fact, put differently the mission of the Human Resource Development function is to improve the success of the organization by showing up and improving the quality of decisions that impact the organization's people. For this ambitious, it is essential, first to overcome the inability to communicate and learn to speak the language of its client, to lose the fear of the controller and meet him as an equal partner, to move beyond trends towards a stance of critical pragmatism, to avoid responsibility being passed around like a bad penny by defining it unambiguously once and for all, to recognize the trap of its own dynamic and coordinate all changes to it with the greater system of the organization as a whole and finally to forget silent obedience and learn to assert a confidence and proactive position.

In this sense, the question is how exactly to define the relationship between HRD strategy and the organization strategy? In this regard, there are three possible constellations of the HRD strategy and the organization strategy;

- 1- The Human Resource Development strategy follows the organization strategy.
- 2- The organization strategy follows the Human Resource Development strategy.
- 3- The Human Resource Development strategy is an integral part of the development of the organization strategy.

In the first case, the Human Resource Development strategy should be designed to enable the execution of the organization strategy and thereby, Human Resource Development takes on the role of an executing agent but in fact, two major problems appear in practice, first; all interventions in human capital have to consider the medium to long term timeframe and secondly; Human Resources as people have their own value creation potential such as innovating or achieving a unique service experience for clients.

In the second case, this is noteworthy to say that, the strategies can only be executed if people have been enabled to carry them out. Therefore the organizations can only do what its people can do. This perspective assumes that the organization strategy is

delimited by the human factor. This argument is too reductive about the capabilities of business management. In fact, the HR must not be limiting factor to the organizations.³³

In the third case, a number of practitioners and authors already believe that the era of traditional, long term business, planning has ended and a real change in the environment might create a new challenge for strategy development. Therefore, the point is creating a flexible strategy.

In this regard, there is need to a certain degree of "Vagueness" in the execution of the strategy for being anticipated with considerable foresight, also the special qualities and abilities of the workforce need to be considered when designing the strategy.

When the strategy is executed eventually, people become its engine, and the strategy cannot work against them and not without them. For designing the functional strategy, two basic aspects need to be distinguished:

- 1- First it should be a long term fundamental strategy.
- 2- Secondly, it should deal with actionable strategies campaign management.

In this regard, the strategy can indeed help organizations secure and safeguard their future and whether strategy can actually have any guiding effect on business practices.

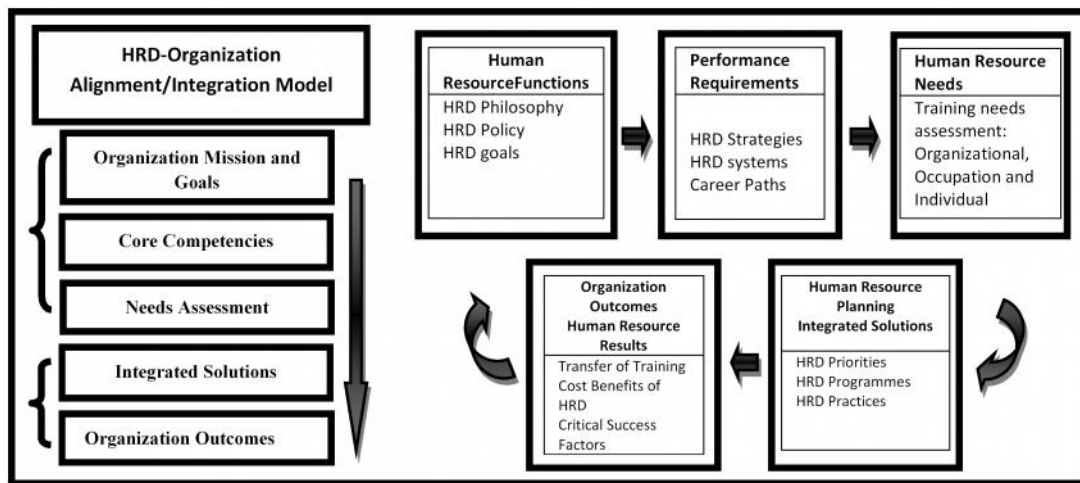
In United Kingdom, in 1985, Hussey argued that all organizations should start with strategy and make the training plan in accordance with it: that is, corporate strategy should be the starting point for all organizational training and development. He came to this conclusion based on empirical research into management education and training in some of the largest business organizations in the same country (O'Donnell and Garavan, 1997). Further he found that only one-third of the organizations surveyed saw the need to link management training directly to corporate objectives; 39 per cent believed that management training should follow a general pattern of specific skills training for managers at different levels; 19 per cent believed that training should be directed at individual rather than corporate needs, while 10 per cent used training as a basis for promotion. Even within the one-third who saw the link, most replied in a general rather than a specific sense, and a much smaller number linked their activities with strategy. Hussey referred to the perceptual boundaries afflicting British managers, and advocated the use of new techniques and analyses to shift and

reassess these boundaries.³⁴ The derisory level of management training in the UK has also been highlighted by Scase and Goffee in 1989. And six years later Garavan argued that if the Human Resource Development function is to be strategic, it must align itself to the organization strategy, goals and structure. He outlined the key point to emerge which was the existence of a crucial link between ‘employee development and corporate organization strategy, the determining factor being the quality of Human Resource Management. Hence, Leicester (1988) argued that there is a direct relationship between the quality of HRM, employee development (HRD) and corporate success; and emphasized on a system that is demand-driven by goals of the organization leading to job-centered training and employee development (HRD) directly linked to these organization-goals.

Moreover, system theory tells us that the success of interventions in complex organizations is doomed to be marginal at best. This means, strategies are more of an expression of management talk than the actual practice. And here there is one question, why strategies guidelines are bent? The response is ,

this happen because the system , strategies management is trying to change consist of actual people and their behavior and their social structure. The researcher acknowledged that the crucial points are to understand in which circumstances such intervention will fail and in which they will successes in complex system.

The Warwick studies created a framework which should form part of the analytical tool-kit of any effective Human Resource Development specialist. It is particularly useful in the assessment stage of the “present state” of an organization’s HRD function.³⁵ It conforms to an open-systems’ view of organization and the variables within the “internal actors and systems” are highly relevant to this exploration, which are including; a developed training organization and systems, exhibiting a positive image; mechanisms to relieve line management of budgetary and time, top management commitment, training champions and a training philosophy; line management responsibility for resources and performance; Constraints; and trade union involvement. For better understanding refer to figure 1;



Source: <https://www.yumpu.com/en/www.humtech.com>

CONCLUSION

The point is to integrate the Human Resource Development and Strategic Management, despite all apparent difficulties, will increase the likelihood of its effectiveness. This means coordination of Human Resource Development in close conceptual and chronological proximity to general strategic planning. In this regard the Human Resource Developer must see themselves as business partner of the other organizational units which they support in realizing their strategies objectives using their specialized know- now. Consequently, in this regard, organizations should take

Human Resource Development function more strategic in nature. As discussed earlier, Human Resource Development has very crucial process for human expertise development for purpose of improving performance either in public or private organization. Therefore, there is need all organizations adopt the particular management practices and effective techniques through implementing long term strategies by integrating all useful Human Resource Development policies with organization strategies. These organizations through effective management of Human Resource can be successfully reach to their strategies

and achieves to high quality performance and finally promote the organization. As it is clear, Human Resource Development is not only supporting the strategy but also shaping the goals and strategy. Hence, it has very important role in the shaping of business strategy. Alongside of all these positive features of Human Resource Development, it can't be ignored its very crucial role in employee development and further its affect on labour market. Therefore as far as the organizations need to corporate with each other and make their implementation, there is need to expand the role of Human Resource Development which is bring about more outputs for organization managements and Human Resource Development as well.

There has to be recognition that the Human Resource functions should be properly and strategically developed in order to enhance the human capital at different levels including hiring of staff, compensation or remuneration, performance reviews, training and development, separation, succession planning among other aspects. Furthermore, it would be worthwhile to ensure most of the routine and administrative duties are automated or outsourced in order to make way for the Human Resource staff to focus on more strategic initiatives. The automation and outsourcing will enable the Human Resource personnel to operate at both administrative and strategic levels. Moreover each and Every organization's human resource should be developed at all dimensions and in all levels of Human Resource training, management, executive development, career development as well as organizational development and finally there is a significant need to match personnel selection and workforce profile with the desired business strategy.

Notes

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