

## Changing Dimensions of H.R.D. in Globalized Era

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### Abstract

The literature of recent dimensions of human behavior in organizations illuminates the potential contribution of Human Resource Development (HRD) to manage such behavior and contribute to strong governance and compliance. The impetus for this article comes from evidence of multifunctional behavior and trends in mind set of top organizational cadre of business world. HRD potentially plays four key roles in the context of managing organizational behavior; development of awareness and skill among employees; effective governance of HRD practices, structures and delivery mechanisms; development of an ethical governance culture and climate; and a more for reaching role than that off organizational governance and agency mediation that maximize the possible contribution of organizational behavior of employees.

**KEYWORDS:** Innovation, talent management, theories, commitment, models.

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### Introduction

The global financial and economic condition has severely affected societies, organization and individuals. However, organizational governance is the most revealing about the current functioning of HRM and the potential to result in catastrophic outcomes for individuals, organizations and society as well. Kim Nimon and Thomas G. Rejo, Jr. (2011) suggest that HRD researchers augment the interpretation of noteworthy canonical functions by conducting commonality analysis. In addition to publishing the set of commonality co-efficient when possible, the researchers should supplement the traditional reporting of function and structure co-efficient alongside an aggregation of the canonical commonality co-efficient. The HRD researchers should prefer to conduct secondary data analysis on published research. By doing so, researchers can provide new insights into the theoretical, empirical and practical implications of the study in question. The current environment is seeing pressure for organizations to be socially responsible, sustainable and ethical. HRD is increasing being called on to support these goals through well managed programs, policies and practices (Lock Wood 2004).

### Problem Statement

This examination of HRD, the new dimensions emphasized two contexts of literature exploring HRD related areas with explicit connections and an emerging empirical literature that has implications for human resource management. While practice advanced will ahead of theory during the early to mid-80s, the general HRD literature has also steadily progressed during the past few decades. As the importance of HRD has emerged, key terms such as learning, innovation, institution building, visionary leadership, value creation and sharing initiative, expatriates adjustment, health and retention strategy, renewal and diversity to manage have become associated with the talent management of HRM.

Different from many other understudied HRD related areas, there is an established talent management literature. This literature has formed to improve understanding regarding emerging HRD practices. However, until recently, HRD

literature focused almost exclusively on traditional HRD contexts. During recent years, as it became clear that a variety of industries beyond the aforementioned traditional areas were benefiting from emerging HRD practices. Because of the newness of this expansion, the literature in any non-traditional area associated with HRD is relatively thin. However, understating the foci and trends of these emerging studies, including those beyond specific HRD emphases, will be beneficial to early efforts to frame theory and research with HRD talent management connections.

Thus despite established practical implications; little energy has been dedicated to HRD-talent management connections by HRD scholars and no efforts to frame future theory building have been published synthetically.

### **Purpose and central Questions**

Based upon the practical and scholarly significance of HRD intersections, we formulated two central purposes for our investigation. First, we wanted to better understand the landscape of literature that overtly examined changing dimensions of HRM. HRM identified as important is globalize era, is featured particularly in organizational behavior, training and development. Changing dimensions of HRD interactions are frequently elaborated in the context of scholarly inquiry. Secondly, because the HRM has began to explore emerging areas and programs beyond the relatively broad HRD literature that has historically, focused on traditional areas such as engineering and constructions, we are interested in how emerging HRM research and scholarship related to human resource development had developed in recent years of globalization. Our specific questions are : (a) What is contained in the current scholarly literature focused on emerging HRD topics? (b) What are the themes that surface from the overall literature in globalized era? (c) What are the implications of the current trends of the identified literature for HRD?

### **Method**

To enact the purpose identified, we conducted two systematic reviews of literature. The first search of literature, involving connections between HRD and globalization; and second search for emerging trends in HRD. Articles identified in search of HRD related journals were selected based on their connections to organizational behavior, training and development, work life commitment, leadership or related areas. Based on our purpose and focus questions, we reviewed refereed articles. The literature identification process for selection of article that focused on new trends on HRD included a subject / keyword search for the theme in HRD related articles published in Ascent, Times of India, weekly during 2013-2015 and search for articles focusing recent trends on HRD connections. The first search involved only those works published in HRD Review Journal by Sage Publications, New Delhi.

In addition, following thematic analysis on the topics: Training and development; and Talent Management is explored. Summaries of literature identified in articles and books searches discussed above are below. Themes and summaries from the search identified are followed by a discussion of the emerging trend in HRD literature.

### **A. Training and Development**

Organizations attempt to address their needs for learning through developing and implementing training programs of providing such opportunities to their employees in other avenues through outsourcing them. Training is considered a major human resource management function and activity, subject to a multitude of influence in an organizational environment, with the opportunity for important

returns as well as great risks. Principal activities are self-initial behavior where under the terms of the contract the principal directs the agent. These behaviors are specified to be consistent with the goals and objectives of the organization and may range from high to low risk based on the nature of the activity. Contractual relationship of agency theory, between the trainer and the organization is performance based; the more likely the trainer is to act in the best interests of the organization. The agent trainer who is risk averse will prefer a behavior based contract over an outcome based contract. The longer in duration of the principal agent relationship, the more likely that performance outcome will be specified in a behavior based contract and the less likely that an outcome based contract will be necessary. Larger organizations will have more principals and agents affecting the information flow among agent trainers and their principals making it easier for individuals to hide their true objectives.

Emerging trend in training and development is shown in figure 1. The trend is further classified into theories, processes, models and innovation. The learning, agency and engagement theories are summarized here to proceed to process of training and development. The levels of learning, workplace commitment and free knowledge are the aspects covered under the process of training and development of human resources. Behavioural, job rotation and training programme are the models commonly used for training and development of human resources to be discussed here in after. Finally, technological edge, social media and networking are the innovative aspects to be exposted for training and development of human resources in the enterprises.

By nature, external trainers will not be as familiar with organizational goals, culture and politics that will result in training outcomes are not as closely aligned with the interests of the organization. *Agency theory* is training and development was explored dominantly in the competitive globalize organizations at large.

### Figure 1

Rose E. Azevedo and Mesut Akdere (2011) explore that organizations are still struggling to develop and implement effective training programmes, there is little emphasis on the self interest behaviors of the trainers and how these motivations may impede the training process. Understanding the working of agency theory in an organization is very crucial for continuous learning programs and improvement efforts, as the nature of training presents many challenges to assessment and measurement of organizational outcomes. It is difficult to determine training effectiveness itself and when multiple agents are involved in this context, it becomes even more complex since agency related behaviors become more prominent. Agency theory in training and development explains that we must use a variety of motivational factors in pay and incentives, developing on this locus of the job in the organizational hierarchy, in our attempt to ensure the agent behave as consistently as is possible with the objectives of the organization.

Paul Tosey and Jane Mathison (2008) explore that Bateson's theory of *levels of learning* has potential applications for HRD, and may offer insights into issues of organizational learning. Yet it is neither a stage model of learning nor is it about cognition alone. Gregory Bateson's theory of levels of learning appears potentially very relevant to HRD. The dynamics of learning differentiates HRD from several closely related fields of practice (Yourks and Nicolaidis, 2006). Bateson posits five levels altogether, designated learning 0, learning I, learning II, learning III, learning

IV. Paul and Jane find the central importance of recursion and of Bateson's particular notion of context, together with his commitment to an aesthetic apprehension of patterns of interaction. Organization does not learn in a manner analogous to an individual's acquisition of knowledge and skills. Instead, Bateson's theory emphasizes that organizational learning requires at least learning II as well as learning I, that epistemologically. This means foregrounding Bateson's notion of context and that the task of management from this perspective would emphasize sensitivity to the significance of context and met a communication.

Ronald L. Jacobs and Yoonhee Park (2009) suggest the conceptual framework for altering one variable of another which makes it possible to change the nature of the learning approach, such that organizations might be able to make more informed decisions related to managing employee competence. Formal training and informal learning will likely to be used and have meaning in the HRD field. However, their continued use to describe the broader entity of workplace learning seems certain to unduly constrain future theory by extension the practice of HRD seems dependent on meaningful understanding of workplace learning.

Devraj Shetty (2013), quoting Dov Seidman, explores the possibilities for an organization to build a sustainable corporate character are outlines five ways to build company cultures that simultaneously protect against crisis and propel growth. Firstly, pursue a long term vision guided by core values; secondly, incorporate values into recruitment and compensation process. Thirdly, give trust away and fourthly measure your progress based on values-not just for profits. And finally, inspire employees instead of just relying on carrots or sticks.

Sagar Chaudhari (2013) finds that technology is playing a key role in redefining the entire employee life cycle management. Increasingly, progressive organizations are looking towards technology to transform their people management practices. For a long time technology and HR seemed to like Chalk and Cheese. Data analysis can play a big role in sifting, screening and selection of the most suitable candidates. Closely related to performance measurement is rewards and recognition. Key trends such as trends and HRD, point based system and peer or social recognition involve deployment of technology platforms that help organizations reward and recognize positive behavior and performance of employee as it happens.

*Behavioural models* build on past attrition data can help predict future attrition and the necessary levers for retention. Internal social platforms can help leverage the internal community of experts, thus promoting learning and collaboration. Yasmin Taj (2013) finds that though annual performance reviews are the norm, organizations today are conducting constructive mid-year appraisals to ensure continuous high productivity levels. *Mid-year reviews* help employee to trim the realization period and work on improvement areas. Employees who make the most of a mid-year review fall in the category of people who actively pursue and seek feedback. In a nutshell, mid-year reviews are a great tool for organization as well as employee.

HR professionals are facing some of the most difficult challenges thrown at them by their profession. Free knowledge, social media networking and huge gap between speed of HR and organization are the key challenges to HR, today. HR needs to constantly articulate to the need for treating employees at the centre of all business strategy. HR has to play the dual role of a people advocate and strategic business partner. It is time we have HR specialists as well for it, on the pattern of marketing specialists for social media. Ninad Karpe (2013) points out that from

looking qualifications in the process of hiring and promotion, HR will now need to look at skill sets and the knowledge a person possesses. Job rotation will have a different set of challenges, but HR will need to formulate a unique method of keeping an employee engaged round the year and for the years to come.

### **B. Talent Management**

Elwood, F. Holton III and Bogdan Yamkovenko (2008) explore that in the last decade, human capital and its implications for organization have been broadened to the concept of intellectual capital. HRD interventions may be aimed at improving, commitment and loyalty of the organizational members, specifying purpose and mission of an organization and instilling a sense of shared vision, improving climate and developing distinct organizational culture. Because human capital cannot be owned by the firm (Edvinson and Malone, 1997), such interventions may increase the retention of human capital because committed employees who share organizational vision are more likely to stay in organization longer than those who do not have such attributes. Cameffo and Comacchio (2005) suggest that intellectual capital of the firm is dependent on individual and organizational learning and knowledge. Training and development aims at increasing the knowledge of an individual and organizational development aims at improving organizational learning. Therefore, HRD has a specific and distinct task of increasing *human capital* in organizations and a more task of increasing the intellectual capital of the firm. The strategic intellectual capital development (SICD) is the most robust paradigm for HRD that will enable organizations to prosper in the decades after 2010 and beyond. HRD will enable to be a strategic partner in the most successful organizations in the highly competitive global economy. Essentially, HRD generates knowledge that drive good organizations to greatness by a systematic way of leveraging the human capital through SICD.

Innovative and emerging trend in talent management is classified into four categories of theories, models, process and innovation for training and development of human resources. Human capital, social capital and consistency theories for training and development of human resources will be discussed. Communication, execution, personality development and teamwork are the part of the process used for training and development. Competency, flexi-working, employability and incentives are the important models for human resources development. Commitment, attitude, teamwork, entrepreneurship and flexibility are the innovative approaches preferred for human resources development to compete into the globalized world. The *resource based approach to core competencies* makes new demands on HRD practitioners in terms of skills and roles. Resource based theory really applies at the level of strategy, HRD personnel would now need to be able to function in the firms strategic domain. Gaining access and participating in strategic conversations would likely follow when HRD produces information and analysis of strategic value about the firm's core competencies.

### **Figure 2**

HRD should play a stronger in educating executives about strategy, resource based valuation and core competencies. Core competencies suggest on source of superior organizational performance. Only certain firms possess them, though. Regardless, these competencies are most likely found in the routine production function of a firm and the defining feature of this production function is the unique way by which employee and others work together. Identifying core competencies is

something that the HRD function can be well suited to support the diagnostic framework to offer as an initial basis by which employee and other work together. Identifying core competencies is something that the HRD function can be well suited to support the diagnostic framework to offer as an initial basis by which the HRD function can actually contribute to the strategic superiority of the firm.

Julia Storberg (2009) finds that *social capital* is the push behind many of the reasons to turn to *heterodox economic theories* assumptions and ideas. Social capital allows for contextual influences, nuanced analysis of complex subjective experience of trust, motivation, cultural norms and calls into question the idea of homo economics as the level of analysis. Social Capital includes consideration of non economic, subjective and relational aspects of performance, learning and wellness. In addition to developing new HRD theories that include social capital as a concept or domain, understanding the differences between heterodox and orthodox conceptions of social capital affect the organizational culture to help or hinder *social capital flows* in the organization. The most influential social capital theories and economic theories might have potentially influenced HRD. We need to deeply understand the forces and fractions that are occurring in the discipline of economics and to be vigilant to ensure that the theoretical foundations of HRD theories are ontologically and epistemological consistent.

Rajendra Garg (2013), concludes that to meet the changing demands of the world force in the organizations will have to try hard to imbibe a culture where employees work with a *sense of freedom*. From *flexi working hours* to work from home, from extended maturity leaves to opportunities to pursue hobbies while at work, organizations are identifying innovative ways to engage and retain talent. Sandeep Gandhi (2013) finds that the success or failure of any organization will depend largely on how aggressively the HR function can maintain and improve the human capital base. Deodutta Kurane (2014) explores that while the last few year's talent supply indexes seem to suggest that India's *employability potential* is on the rise, there is a paucity for talent to fill high skilled, jobs, which bring us to an interesting paradox. Human capital is key to any organization and some of the key employability skills are: *Execution*; The ability of the executives to set and meet challenging goals, self accountability for achieving results and finding better, faster and efficient way or doing things are key execution traits. *Flexibility*; The ability of the employee to adapt to changes, openness to new ideas, willingness to work in non-comfort zones are traits that give exposure to a variety of jobs as well as clarity about the area one would like to deep dive into as it moves forward. *Customer Orientation*; The ability of the employee to focus on the needs of the customer (internal/external) and offer him/her solutions in order to build trust and loyalty are vital. Also key are, a willingness to understand customer needs in depth, active listening and effective communication skills.

*Consistency*; To create a reputation for consistency and quality as well as to have a plan, know where to direct actions, thoughts, efforts and time, are also innovative tools. *Willingness to Learn*; As you progress on your journey, mentors appear, provided we have the will to submit and learn. *Personality*; exhibit a high level of energy and willingness to interact with people. *Ownership and Commitment*; A tendency to show self discipline, act dutifully and aim for achievement in a planned manner is key skills. A high level of energy and willingness to work also matters.

*Attitude*; The ability of employee to look at the actions of colleagues, customers, objects, activities, ideas and anything in the environment in a positive

manner and an ability to spot opportunities, attitude to see the positive side of every situation and bring that to the forefront need to be honed. *Working in Teams*; Being able to develop a positive working relationship, encouraging involvement, affirmative interpersonal skills in coping with conflicts, etc. are important. One needs to be co-operative to accomplish common/shared goals, treating others with dignity, respect, maintaining a friendly demeanor and valuing other's contributions. *Innovation*; The ability to think creatively yet critically, intuitively yet conceptually and adopt new approaches to problem-solving is the need of the hour.

### **Summary and Conclusion**

Talent Management, training and development including theories, process, models of extension, formal education, in service training, and mass media education for human resource development programs require comprehensive attention to be able to prepare the workforce to meet new challenges. Planners must recognize these as interlinked systems. Carefully diagnosed, systematic implementation by HRD institutions, promise a more educated and skilled workforce capable of increasing the production and development of social security as well as high quality, specialized products competitive in globalize market. Public and private institutions need to co-ordinate to diffuse innovations for human resource productivity, and in general to advance people-centered, production-oriented, environmentally sensitive education, knowledge-transfer, and training and development programs. This new complexity requires new knowledge and skills. The levels of knowledge, skills, abilities and aspirations of a people will increase dictate the rate and degree to which a country can use its human resources. Human resource development must meet the demands of the current knowledge imperative, and fulfill the task of making knowledge works productivity. As the article suggests, this task can be accomplished in part by developing an interrelated innovative network of models, process and theories of talent management that responds to contemporary efforts at reform to innovate. However, the greater part of the task resides with planners, institutions and individuals committed to the modernization of human resources development.

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Figure 1 : Emerging trend in training and development



Figure 2 : Emerging trend in talent management