

Critical Evaluation on the Importance of Aspects regarding Human Resource Development for Organization Strip

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Abstract – The fundamental aim of HRD is to improve the resource capability of an organization in a way that it will lead to the attainment of optimum level of work performance. Thus, HRD seeks to develop employees in order to improve their competences that will lead to the improvement in organizational performance, and thus contributing to the achievement of competitive advantage. In this article, three aspects namely Learning Styles, Training Needs Analysis and Training Evaluation are investigated critically in order to shed light of their significances in Human Resource Development for Organization strip and achieve competitive advantage in an organization. Also, a new framework in an effective HRD system based on the works of literature is proposed. Besides, a comparison points our proposal in respect of the state of art in HRD system aspects is conducted. The results pointed out three aspects as crucial elements in the HRD system that can be deployed successfully in the industrial domain to enhance organizational effectiveness.

Keywords – HRD, HRD System, influence factors of HRD system, Framework, Learning Styles, Training Needs Analysis, and Training Evaluation.

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1. Introduction

Increasing globalization, competitive pressures, changing customer demands and technological changes are forcing organizations to design effective strategies that will enhance organizational effectiveness in others to achieve competitive advantage. As such, the ability of organizations to develop and use the skills of their workforce has become the critical source of competitive advantage [1]. This view relates to the resource-based view of the firm, which posits that sustainable competitive advantage which is attained when an organization develops its human resource in a way that is difficult to imitate or substitute by its competitors [2].

This position is in congruence with the human capital theory which states that people are key assets, and such organizations need to invest in that asset in order to develop their competences and abilities that will lead to the improvement of organizational effectiveness, and thus the achievement of competitive advantage. Training is crucial in human resources development because it is critical to organizations ability to remain competitive and efficient because it has the potential of increasing the scale of available skills within the labor force. In addition, improvement on existing organizational knowledge will result in attainment of organizational objectives [3].

Organizations invest considerable amount of effort, money and time resources in training. However, in spite of this heavy investment, training has often failed to deliver the expected gains [4]. Some of the reasons for the failure of training are the inability to identify training needs [5], inability to transfer training due to lack of understanding of how people learn [1] and improper evaluation of training [6]. Thus, the ability of employees to internalize what has been learned and applies it to the development of competencies lead to the improvement of individual and organizational effectiveness, and it is dependent on learning styles and proper identification of each employee's training need.

To the best of our knowledge, we are not only who work on developing the HRD concept and its implications, there are many who pave the way before us. This proposes that it is very important topic because studies continually search about it, in order to develop and strengthen the previous works. Nowadays, the professional scholars spend most of the time dedicating and determining the efforts that give a value to developing the learning culture and creating performance management systems inside their organization [7]. Furthermore, Preparing for unexpected crisis and dealing with environmental obstacles are among the greatest elements that the HRD can be used to redesign the agenda, supply leadership on CSR, ethical requirements and holding organization accountability, even it is required to work in profitable and successful organization [8]. In this intrinsic frame, Nolan and Garavan (2016) evaluated the concept of HRD, analyzed how it can be implemented in the way of operationalization and how it can be discussed with the marginalization concept besides focusing on HRD mainstream as symptomatic of deeper issues [9]. Flatt and Jacobs (2018) emphasized that the HRD plays a basic role in establishing a mass incarceration of organization employees [10]. This can be also reflected in training programs of post-employment to gainful employment for formerly incarcerated individuals.

2. HRD System in Literatures

The HRD concept has progressed through all qualified organizations as it plays a vital role in supplying initiatives, activities and all required interventions, especially what concerns the implementation within the strategic business goals and objectives [11]. Further, [12] clarify that the paradoxical attitudes and cognitive dissonances deal with the HRD professionals in regard of finding out how the individual meaning-making and organizational sense make notions, which elaborate great numbers of those that use personal tests in developmental contexts among HRD professionals. The firm competitive edge can be constituted to any organization needs, not only the member practice of the employees, but it also required the employees' permanent, stable, and continued progress among the organization or the group through the skills and knowledge formulation, interchange, and implementation. The HRD system establishment that may successfully apply that thought becomes a major challenge. However, the evaluation of the system activeness is a bigger one. This matter suggests that the function of the HR progress seems the most significant for the development of the organization as it would be possible to talk about the HRD system effectiveness.

There are scientific findings that clarify focus on the HRD system; the study that is issued by [13] indicates the relevance of the existence of HRD system in the required organizations. Collaborative environment, good and communication system, culture building, Change Agent, Culture building and counseling are the factors that are formulated as the HRD system.

2.1 Collaboration

Engaging people within the organization help the team building to perceive them. Therefore, this would give the common understanding of the organizational vision and mission, and this may give a power to reflect positively into less departmental conflicts, greater acceptance of change and more productive departmental culture.

2.2 Communication

One of the principles of management is to have effective methods which are to be linked into all organization's part. Clearly, communication is considered as one of the greatest way that gives a clear image about the organization. This is because all managerial functions depend on a good communication within the organization, and it also ensures that all employees would be involved.

2.3 Counseling:

It reflects the method that provides all proper managers with required tools in regard of demonstrating their knowledge and intangible assets into wealth and development for all individuals in department.

2.4 Change Agent:

The vital role of the change agent is improving the role of HRD in the organization by creating congenial environment to evolve the capacity and capability of the organization's employees.



Figure 1 Five elements of the proposed HRD system

2.5 Culture Building

Organizational culture concept reflects the perception of developmental environment prevalent in the organization. This is because the HRD should contribute into each part of culture building. We can see in Figure 1 which presents the previous elements of HRD system.

3. Significance of Learning Styles, Training Needs Analysis and Training Evaluation In HRD

Living in the global world with a concept of lifelong learning is extremely important and it is sustained role for all organizations to keep their development up to date. Training employees is pre-requisite to any company who profess to be a global leader, and it is also necessary to find out what are the required elements that may be implemented within the organization's environment. Sequentially, learning styles, training needs analysis and evaluation are all required elements that have to take a place inside the organization.

3.1 Learning Styles

Learning is a very complex process, and despite a vast amount of research devoted to study learning, it is still not fully understood. The matter is complicated further by the fact that individuals have different preferred learning styles. For example, some favors analytical reflection, while others may strongly prefer active, practical problem solving. Such learning can be effective and achieve the desired objectives, but learning actions should be modified to cope with different learning styles of employees. [14] Notes that people learn better if their individual learning styles are applied in training programs.

Thus, learning is critical to an organization and understanding of how learning is achieved in an organization will enable HR managers gratitude for behavior at work, motivation and skills required to achieve learning. No matter how much money has been invested in training, if the training is not effectively transferred to those they are meant for, then training effort is wasted, and the organization will not be able to achieve its objectives. Understanding the learning styles of employees is critical to HRD while achieving its objectives influencing the required change through training.

Learning [15]

Styles offer important insights into different ways in which people can learn, and into the choices and preferences that exist in our own learning. Some employees might learn through instruction or facilitation, but facilitation is seen as appropriate

because the logic of experiential learning has become acceptable paradigm in workplace HRD [16]. [17] Argues that individualized learning will greatly enhance learning because the identification of learning activity which an employee finds most satisfying will help in the attainment goals of the training effort. Equally, it is of great significance that detecting the weaknesses in employees' learning style will lead to designing development activities in order to enable them become better learners.

In Royal Shell Company, a knowledge based organization, learning is mainly provided through workplace and formal learning involves the use of workshops, on-the-job training and the use of structured training programs consists of instruction and practices [17]. This combination of learning is predicated on the need to motivate and manage learning using participative techniques and reflections on experiences, and thus learning happens as the experiential cycle which is running, and it is not in relation to a pre-set and fixed agenda scripted entirely by the trainer. In effect, learning is meant to happen through exchange of ideas, and as noted by [16], learners are not empty vessels to be filled up, but they come with pre-existing cognitive capacity and ideas, capability and behavior or displacing erroneous behavior. Thus changing these through HRD involves adding ideas, capabilities, behavior, or displacing erroneous ideas, bad habits and dysfunctional behavior.

Therefore, whether learning will take place on the job or outside, through instruction or facilitation it will depend on the assessment of an individual's learning style. Thus the effectiveness of training in achieving the objectives of the organization in enhancing competitiveness will depend on if employees have been able to learn and apply the learning effectively.

3.2 Training Needs Analysis

The fundamental aim of HRD is to improve the resource capability of an organization in a way that it will lead to the attainment of optimum level of work performance. Thus, HRD seeks to develop employees in order to improve their competences that will lead to improvement in organizational performance, and thus contributing to the achievement of competitive advantage. Training can be influential in supporting and improving employee's skills and competences that will lead to the attainment of strategic objectives. In addition, it has the potential of facilitating organizational change, functional flexibility and attitudinal change [14]. However, because of these different functions, it is necessary to identify where training is required, how the best can successfully transfer learning and which employees would benefit

from such a support. Therefore, the requirement for any investment in training is the undertaking Training Needs Analysis (TNA), this is because that without it, any expenses on training is likely to be wasted on tutoring and supervision that is unnecessary, and it eventually will not deliver a profit on investment through improved organizational performance. [18] Note that it is obvious that for any training which is to be effective and justifiable, a training needs analysis is required in order to understand what is not working, where it is not working and how significant it is. According to [19] training needs analysis is critical in detecting gaps between work performance and standards of work or performance measures that can be remedied through training. Thus, this apparent gap is categorized in terms of the knowledge, skills and attitudes that are required for the job and how these can be learned through HRD. As such, there has to be a purposeful problem-solving approach, if training is to make a worthwhile impact in improving the efficiency and effectiveness of an organization.

However, several studies have found that training needs are often not identified due mainly to improper training needs identification mechanisms [3], [20]. For example, in the hospitality industry, training is highly valued in order to equip employees with the right skills and attitudes. Ritz-Carton Hotel Company training program starts with the recruitment and selection of the right candidate, and then the use of intensive training to turn newly hired employees into excellent service providers. Orientation is the first process in which new employees are imbued with the vision and goals of the organization. Following the orientation there is a delivery of more specific training, all intended to create a workforce whose attitudes and habits are perfectly aligned with the values of the company [21].

However, several studies have noted that the problem of needs identification perceived lack of direct involvement and ownership of training by trainees and by employees, thus reinforcing the notion of training as a form of managerial control. As seen in the Ritz-Carton Hotel above, most of the training is determined by management, thus leading to the assumption that only line managers and trainers know what employees need to learn and that reliable processes exist to identify learning requirement [4]. This has the potential of identifying the wrong need or develop the assumption that need is only partially related to training, which ultimately will hinder the success of training as it is not targeting real performance problem [22].

Furthermore, training at Ritz-Carton Hotel is standardized that new employees are given same training while older employees are subject to the same type of training, implying some category of

employees receive at the same training regardless of their different interests, skills, knowledge and motivation. It means that actual performance gaps are not addressed, but that the HR department may have a stake in delivering particular type of training and development are not related to requirements of work improvement. Therefore, training needs identification is critical in HRD as it enables the organization to remain competitive by developing a pool of human resources that it requires in innovating and developing processes, and it will lead to the development of goods and services for the organization. This entails an assessment of traits required to do the job successfully and those already possessed by the employee. This training needs analysis identifies specific gaps and in turn, the training plan is designed to fulfill them. What this means in principle is that each trainee is different. Each needs an individualized plan. Managers then face the problem of supplying bespoke service to each person within budget constraints. However, identification of training needs alone does not lead to the successful realization of training objectives as training programs have to be transferred to employees. In order to ascertain the effectiveness of training, an evaluation of training is necessary and it will be discussed next.

3.3 Evaluating Training

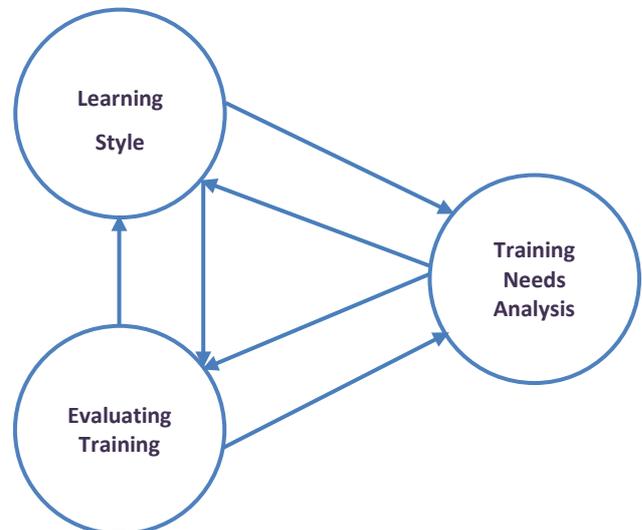


Figure 2 Three factors of HRD system

Training is a cost and like other investment decisions it is taken by an organization which has to justify that expenditure with regard to profitability and achieving organizational objectives. That is, the precise input made by training to achieve the business strategies has to be determined. Training evaluation is a technique used to ascertain whether training had any impact on improving the quality systems of an organization [6] as the data obtained facilitates the identification of training effectiveness, areas of

inadequacy can be analyzed and designing improvements that will lead to optimization of the training function.

Therefore, evaluation enables an organization to ascertain the degree to which the training effort has met the objectives of the organization and its interpretation with regard to profitability. Therefore, evaluating training entails identifying and scrutinizing the results acquired from a particular angle i.e. its influence in improving organizational performance and profitability [23].

Considerable training and development is not subject to systematic planning and certainly, it seems that in many cases careful evaluation is the exception rather than the norm. This is principally because of the difficulties of assessing training outcomes objectively, and this is compounded for certain types of training by the problems of specifying clear, unambiguous training objectives. However, these difficulties have to be overcome as the alternative is to spend time, effort and money on training programs of unknown benefit. In general, evaluations of training undergoes four stages of reaction, learning, behavior and results although in practice, these levels will not always be independent of each other, but each step from reaction upwards represents evaluation that is more rigorous.

Evaluation of training in Ritz Carton entails the measurement of employee satisfaction, the aim of which is to ascertain the participants' opinions and satisfaction with the training obtained, determining the learning attained by the employee and evaluating the design and delivery of training [21]. Although

when designing methods of evaluation the most common approach is usually simply to measure outcomes at one or more levels after training, as in the Ritz Carton case. However, the limitation of this design is that it makes it difficult, if not impossible to know whether the outcomes being measured are in fact a result of the training. This difficulty can be overcome largely by measuring outcomes before and after the training; this is pre-post measure evaluation. There are limitations even with this approach and the main one is to what extent the fact individuals know they are being tested will influence their results. Figure 2 presents the relations between these three factors.

4. Discussions and Conclusions

There are many factors that recognize the organization; these factors try to improve the organization's ability and innovation to achieve the competitive advantages through enhancing the HRD implementation. With increasing the pace of change, firms have had to train and develop their human resources in order to keep up with the rapid technological and environmental changes. However, for effective training and to achieve the desired objectives, it is significant that the individual learning styles of employees should be fulfilled in order to build the training programs in a way that learning is achieved. In addition, the proper identification of training needs is crucial in ensuring that training efforts are not wasted as performance gaps are identified and appropriate training is designed to tackle it.

4.1 Comparison of the Previous Works Based on Multi-Factors

Author & Year	Learning Style	Training Needs Analysis	Evaluating Training	Main Finding
Kolb, 1984 [15]	✓	×	×	Using different methods within learning style concept is considered as an important way to make the Individuals learn and into the choices and preferences that exist in our own learning.
Armstrong, 2006 [17]	✓	×	×	Learning style for people can be more effective if its applies in training programed
Armstrong, 2006	×	✓	×	TNA is important for a wide range of scientific and industrial processes such as functional flexibility , attitudinal change and the potential of facilitating organizational change
Bratton & Gold, 2007 [19]	×	✓	×	one of the greatest role that TNA contributes to find out the gap between work performance and work's standardization via training programme
Gibbs, 2008 [16]	✓	×	×	Learning styles can be delivered by using different kind of methods such as instruction or facilitation.
Banfield & Kay, 2008 [4]	×	✓	×	The management determines what kind of training should be delivered. This suggests that trainers and line managers only are aware of the needs of the employees for learning; in addition, the dependable processes are present to recognize learning demand
Jackson et al., 2009 [21] & Russ-Eft, and Preskill, 2008 [23]	×	×	✓	There are several ways to verifying whether the training programme was achieving the required objective or not, such as employees' reactions, questionnaire sheets about the design and delivery of training.
Jackson et. al, 2009 [21]	×	✓	×	The orientation requires a submission of more particular practicing. It is aimed at generation a workforce in which the workforce's behaviors and customs are completely coped with the company's values.
Rees & French, 2010 [17]	✓	×	×	workplaces and formal learning are mainly considered as a required areas to get learning which can include the use of workshops, on-the-job training and etc.
Gold et al., 2010 [18]	×	✓	×	The purpose of any required training to be implemented efficiently within the organization, there is an obligatory condition that can be represented by understanding what is need to be fixed and also how it can be healed.
Pineda, 2010 [6]	×	×	✓	Training evaluation uses as a tool to measure whether the training had a positive impact on organizational work performance, profitability and to detecting what are the additional needs for next required training programme.
The proposed factors	✓	✓	✓	Presented multi- factors to assets their proficiency and evaluating.

From Table 1, there are four studies which refer to Learning styles as a significant element of the HRD system, whilst, Training needs Analysis factor pointed in five previous works, and finally, only two researches suggest the evaluating training as an influence factor.

4.2 Proposing New HRD Framework Elements

What is transparently obvious is that the literature has indicated that Mehta, S. (2011) contains five factors of HRD strategies represented by Collaboration, Communication, Counseling, Change Agent and Culture building. Therefore, we proposed a new framework for HRD system which consists of eight elements that is shown in Figure 3.



Figure 3 The Proposed HRD Framework

In future work, we intend to implement the proposed framework in SMEs in order to evaluate its performance, its competitive advantage and their factors of influence and importance.

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