



## RESEARCH ARTICLE

### A REVIEW ON HUMAN RESOURCE DEVELOPMENT POLICIES IN INTEGRATION WITH ORGANIZATIONAL STRATEGY

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#### ABSTRACT

To cater to the ever-increasing need for strategically steering the organization's managerial practices into strategic management, the most effective way is to integrate the HRD policy and practices with organizational strategy while aligning them with global-arching human resource management. Organizations in both public and private sectors require a critical group of positive factors concerning the effective management of human resources to successfully execute their organization strategies and goals. It involves the analysis of a myriad of internal and external environmental factors contingent to the organization, followed by a strategic approach to influencing key stakeholders and the formulation of strategic HRD policies and plans in parallel with the organization's business strategy. Drawing from the few key research works available, this article explores the need for integrating the HRD policy and practices with the organizational strategy and assesses the process of integration, so that it warrants that the organization effectively exercise Strategic Management. Having discussed implications of HRD-Organization strategy integration practices, the article concludes that the organizations should make their HRD function more strategic in nature.

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## INTRODUCTION

Need for HRD to meet the organization's needs in changing environment is more imperative than ever, HRD is a process for human expertise development for the purpose of improving performance, in an organization, through organization development (OD) and personnel training and development (T&D) and career development (McLagan (1989). Therefore, in the rapidly changing environment, organizations have increasingly adopted the management practice of formulating and implementing long-term organization strategies to proactively addressing the external environmental changes by integrating all useful strategies into the overall organization strategy (Sthapit, 2008). In this way, real-life Strategic Management comes into action (Ibid). The most effective way is to integrate the HRD policy and practices with organizational strategy with global-arching Human Resource Management (HRM). Integrating the HRD policy with the organizational strategy comes as a precursor to the effective execution of Strategic Management. Organizations in both

public and private sectors require a critical group of positive factors concerning the effective management of human resources to successfully execute their organization strategies and goals. It involves the analysis of a myriad of external and internal environmental factors contingent to the organization, followed by a strategic approach to influencing key stakeholders and the formulation of strategic HRD policies and plans in parallel with the organization's business strategy (O'Donnell & Garavan, 1997). Today's business environment not only requires support from business strategies in organization, organization are increasingly becoming open to Business Environmental Factors (BEFs) to adapt their management practices to 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 (Torraco and Swanson, 1995). Business success increasingly hinges on an organization's ability to use employee expertise as a factor in the shaping of its strategy (Ibid). It highlights the strategic roles of HRD in the organization which lies in integrating the HRD policy and practices with the organization strategy as a precursor to the Strategic Management. Thus, the present article aims at

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addressing two-pronged issues first, to assess the context and value of integrating the HRD policy and practices with the organization strategy and secondly, to discuss the methods of integrating the HRD with the organization strategy for practising strategic HRD in the organization, furthermore this study basically has made use of review of related literature as well as its analysis, and synthesis. The method used for the literature search involved accessing scholarly literature available in the printed form as well as through electronic databases and articles, with explicit reference to HRD and organization strategy interlink or integration, were considered. Related articles that resulted from these screenings were examined in detail and given the small number of relevant articles; each was reviewed in some detail as the basis of this literature review.

## Review of Literature

Slotte *et al.* (2004) described HRD as “covering functions related primarily to training, career development, organizational development and research and development in addition to other organizational Human Resource functions where these are intended to foster learning capacity at all levels of the organisation, to integrate learning culture into its overall business strategy and to promote the organization efforts to achieve high-quality performance.” Garavan (1991) identified HRD’s integration with organizational missions and goals as one of the nine key characteristics of Strategic HRD (SHRD) by justifying it as “contribution to corporate goals, and an awareness of the mission of the organization.” Beer and Spector (1989, p. 25) also stated that HRD can only be strategic if it is incorporated into organization, and business strategy (McCracken and Wallace, 2000). Wognum (1998) described “strategic HRD aligns” as process of developing HRD goals and objectives that are linked and aligned with organizational strategy. Garavan *et al.* (1998) also stressed that HRD is viewed as a strategic lever in organizations because it is seen as a means of helping the organization to implement its strategies in business. It points towards “vertical integration,” as characterized by Guest (1987) and Storey (1992) in the organizational management (McCracken and Wallace, 2000). Clearly this integration is vital, but it echoes the matching model of HRM (Devanna *et al.*, 1984) in suggesting a responsive and reactive role for SHRD.

## HRD Role in Management

HRD needs to be more proactive at the real heart of SHRD through moving away from a strategy supporting and implementing role, towards a role in which SHRD helps to shape and influence organizational strategy. Torraco and Swanson (1995) suggested that where an emergent strategy is dominant, then HRD’s role is not ‘simply supporting the strategy’ but shaping the goals and strategy. While some authors have advocated for HRD’s participation in strategy formulation, (Provo, Lynham, Ruona & Miller, 1998; Swanson, 1999), Rummler and Brache (1995) have further suggested that HRD professionals have a role in strategy implementation. Swanson (2000a) showed concern for aligning the HRD activity with organizational strategy and suggested that whilst this supporting role is important, HRD offers even greater strategic value as a major force in the shaping of business strategy’ (Swanson, 2000a, p. 204). Mintzberg (1978) and Mintzberg and Waters (1985) put forward a similar model, both as an implementation tool in

relation to corporate/ organizational strategy, where strategy is deliberate, and as a formation (formulation) tool, where it is emergent. Lee (1996a), using a model of training maturity originally proposed by Burgoyne (1986) in relation to management development, suggested that in strategically mature organizations, SHRD resides in a proactive role at the top of the scale which is including:

- no systematic training
- training integrated with operational management
- training and learning are processes through which strategy is formulated
- training and learning possibilities help to shape strategy
- training is the means for implementing corporate strategy and achieving change, and
- isolated tactical training;

Organizational Integration with goals and missions, as suggested by Garavan (1991) and O’Donnell and Garavan (1997), advises an implementation role for HRD, but truly strategic HRD should also shape and influence these missions and goals (Legnick-Hall and Legnick-Hall, 1988; Butler, 1988). In such organizations, Lee proposed that “HRD departments must be very close to the business they serve that you can’t see the join” (Lee 1996, p. 32). These issues are difficult and problematic to pinpoint empirically but are central to any discussion of SHRD [McCracken and Wallace, 2000].

## Integrating HRD policy and Goals with Organization Strategy

Hussey (1985) 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. His conclusion based on empirical research into training and management education in some of the large business organizations in the UK (O’Donnell and Garavan, 1997). Garavan (1991) argued that if the HRD function is to be strategic, it must align itself with the organization strategy, goals, and structure. He outlined a tentative representation, based on empirical evidence of the possible relationships between organization strategy, organization structure, and Human Resource Management. Hussey (1985) found that only one-third of the organizations surveyed saw the need to link management training directly to corporate objectives; 39 percent 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 percent used training as a basis for promotion. Even within the one-third who review this link, have replied in a general rather than a specific sense, much smaller number linked their activities with strategy. Hussey referred to the perceptual boundaries afflicting British managers and support the use of recent techniques and analyses to shift boundaries.

The management training derisory level in UK has been highlighted by the Galvin Report (1988) Scase and Goffee (1989). Leicester (1988) has set out to investigate the nature of the link between corporate training, success corporate, and corporate development in Human resource management provisions. In his research he collect responses of 70 top managers in public and large private organizations were analyzed to identify how development and training should be

used to ensure some form of continuous employee development and also he investigated that how such a policy might be implemented and what key components would be. The results of this research were fed back to the managers involved and they were going to agreed conclusions. The key point to emerge was the existence of a crucial links between 'corporate organization strategy' and 'employee development or HRD' the determining factor being the quality of HRM. 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-centred training and employee development (HRD) directly linked to these organization-goals. Leicester suggested three human resource means by which this strategy might be implemented: first, through performance appraisal; secondly, through the development of employees' learning potential; and thirdly, through balancing HRD (training) for tasks with training for the development of the individual employee as a whole. In the process, the study has emphasized the line manager's as a key role.

Leicester's emphasized that the skills are echoed by Hayton (1990) in Australia. Hayton stressed on importance of skills audits in linking individual skills to organization strategy in a changed environment. One of the key problems associated with traditional training needs analysis (TNA) is that skills analysis and HRD/training are not linked to the organization's goals and strategies (Hayton, 1990). Garavan *et al.* (1995, p. 541) reinforced Hayton's work in stating that "the critical test of competencies may lie in the capacity of organizations to develop and apply them in ways appropriate to their contextual environment." The Centre for Corporate Strategy and Change at the Warwick University of the UK, among others, conducted research on the relationship between corporate strategy and training. This research demonstrated that the relationship is not a simple one, and single factor can't explain why companies train or do not train the employees. They developed a broad-based model of the training system and its affective factors. (Hendry, 1991; Hendry *et al.*, 1991; Pettigrew, 1990; Pettigrew *et al.*, 1989). The five main areas of this model relate to the business strategy, the external labor market, internal labor market needs, internal actors and systems, and external support for training. Hendry (1991, p. 107) 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 HRM and HRD framework. Which requires the mobilization of a large number of neutralization of negative to positive ones. He suggested that "competitiveness or 'effectiveness in the face of environmental complexity and challenge' is more of an organizational attribute, to which training alone is an inadequate response" (Hendry, 1991, p. 107). He clearly stressed on generalized HRD processes and importance of a range of HRM activities. This was echoed by Garavan (1991) who noted the necessity of having a set of complementary HRM activities in psychological contract. He cited Keep (1989) in arguing that "strategic training and development activities are central to the reality of anything that can meaningfully be described as human resource management" (Garavan, 1991, p. 25). Hendry also advocated the adoption of a combination of "soft and

hard" measures of criterion evaluation-. This linked to Gunnigle's (1991) opinion on the choice of personnel policy. "Soft" HRM focus on core sections of the workforce and views employees as a resource, whereas in "Hard" personnel policy is driven by business strategy. Garavan (1991) cited the work of Johnson and Scholes (1988) in advocating the use of three categories of evaluation criteria, namely criteria of feasibility, acceptability, and suitability. Suitability will determine the fit with the organization's goals; feasibility can assess the practicality of HRD plans and policies, and acceptability requires an analysis of the overall organizational mindset and cultural web. The importance of strategic change, as distinct from the process of strategic planning, is emphasized by Hendry (1991) as is the situation specific, reactive, short-term focus of much present-day decision making as it relates to training and development. The Warwick studies provided a useful framework which should form part of the analytical tool-kit of any effective HRD specialist. It is useful in the assessment stage of the "Present state" of an organization's HRD functions. It conforms to an open-systems' view of organization and the variables within the "internal actors and systems" are highly relevant to this exploration. These are:

- 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

### External Environment and Factors Driving HRD Practices

Need for Human Resources Developed to meet the organization's needs in the rapidly changing environment is more imperative than ever, as HRD is a process for developing and unleashing human expertise development for the purpose of improving performance, in an organisation, through Organization Development (OD) and personnel Training and Development (T&D) (Swanson and Holton III, 2001) and career development (McLagan, 1989). Therefore, in the rapidly changing environment, organization have increasingly adopted the management practice of formulating and implementing long-term organization strategies to proactively addressing the external environmental changes by integrating all functional strategies (including those of HRM) into the overall organization strategy (Sthapit, 2008). It is how the Strategic Management comes into real-life action (Ibid). In the context of the managing the organization by strategically integrating the HRD with it, more importance was given to the significance of the external environment by Felstead and Green (1994). They found that the forces maintaining HRD or training activity in 157 firms, the majority being SMEs, during the recession in Britain in the early 1990s were a combination of external regulations and competitive market forces. Garavan's (1991) Irish research emphasized that the key issue is how to mobilize positive factors in critical mass to support of HRD function within an organization. Garavan *et al.* (1995) identified eight contextual factors which impact on the form of the HRD function and the type of activities it engages in. These are:

- the external environment,

- the organization's stakeholders (and their influence),
- the organization's culture,
- the organization's technology,
- the organization's structure,
- the organization's change,
- the organization's size and
- the organization's power.

These variables operate in an integrated fashion, which may influence the HRD functions more perceived, how it evaluates and manages its positioning and activities within the wider organization. No one variable will have a dominating relative importance and influence of each variable varies over time (O'Donnell and Garavan, 1997). Hendry (1991) argued that a philosophy of continuous development (HRD) is necessary to "cement" attention to formal, structured training. He stressed that this philosophy must be shared by the organization's managers.

### External Environment

The policy decisions and practices concerning the HRD, they are made in compliance and view not only internal factors but also the external environment (PEST-NG) these factors come as a precursor to the organization's Strategic Management. In general, external environment consists of PEST-NG factors, i.e., Economic and labor, Political, Legal, Technological, Socio-cultural, Natural and Global forces, which are mostly uncontrollable by the organization management, and critical to the organization's performance, success and outcome (Sthapit, 2009). Specifically, Siswo (2004) identified HR-expertise suppliers and HR-logistic suppliers as major external environment factors.

### Stakeholders' Influence

Value positions are related to organizational culture and/or subcultures. Such research is essential for organizations considering major change initiatives geared towards strategic, values and philosophies are key stakeholders of the HRD function it came from the research by Garavan *et al.* (1995) in Ireland. The importance of value positions is stressed, as they all influence how stakeholders act and determine their response to HRD initiatives in the organization management. Fitzgerald (1995: p. 7) stressed that "implementing business process reengineering, this recommendation may require a fundamental change in mindset and this cannot be left to chance but must be carefully managed". Top managers desire to see attitudes and cultural values change is encouraging in the areas of disposition to change, teamwork and innovativeness in part, probably due to the introduction of "new employment practices" (Marchington, 1994) such as total quality management (TQM), employee involvement (EI), world-class manufacturing (WCM), and team-working in a considerable number of organizations. It is a reflection of some movement from a "control" to a "commitment" strategy in the management of human resources.

Townley (1991) argued that the introduction of more systematic HR selection and appraisal systems in the evaluation of both managers and employees are a response to changes in organizational structure and work practice, which demand greater flexibility and less supervision. The key values of line managers are that HRD should be skills based and centered on the current job. This reflects the often

understandably narrow operational focus of line managers. HRD responsibility should be involved in the total process, including design and delivery. This is encouraging the key role of stakeholder group in implementing HRD and training policy. Sisson (1993) cited an increase in the involvement of group in personnel issues in an analysis of the WIRS survey in UK. Hendry (1991) stressed the necessity of matching accountabilities of this stakeholder group for employee development and responsibilities for resources and profit performance. Garavan (1991) acknowledged the work of Mumford (1989), Ashton (1984), Gunnigle and Flood (1990) and Zenger (1985) in stressing the criticality of the competence of this group in HRD implementation and the necessity of role clarification related to issues of involvement, ownership and control. In respect of Structure Government and private sector managers worldwide believe that "investment in human capital is the key to the success of the country's economy" (Sthapit, 2007). However, this strategy may not be effective without availability of proper implemented HRD structure (Haslinda, 2009). Haslinda's empirical study in Malaysian organizations has come up with the findings that, structurally, HRD in large firms is strategically aligned with strategic management, whereas small and medium firms active in training and development tend to focus on output rather than structure and strategy.

The study highlighted the importance of structure in the effective implementation of strategic HRD practices (Haslinda, 2009), and Power and culture on the levels of "conceptual understanding and practice" of performance management in relation to the two dependent variables of HRD and organizational goals in a transnational organization. At organizational level, the process of performance management involves a strategic planning framework which is capable of being devolved to ensure effort, activity, and the work planning of each employee which focused on achieving results consistent with the strategic plan", at an individual process level "provides a means of performance appraising, planning, developing, and monitoring." Bowker's results indicated a higher level of understanding in performance management compared with organizational goals. Bowker suggested that more complementary correlation between the three variables may be dependent on positioning culture of organization within the organization and HRD. Heraty's (1992) research on a sample base of 120 Irish training and development specialists provided further insight into the power position of HRD. Two areas are significant here: 1. 73 percent of those expressing an opinion feel that there is a low level of integration between the HRD function and organizational goals; and 2. 71 per cent state that the resources allocated to the HRD (training and development) function are not based on the strategic goals of the organization.

Heraty's research confirmed the scale of the "quantum leap" facing the HRD function and adds weight to the emphasis on attitudes, beliefs, perceptions, values and philosophy which is emerging in the attempt to link HRD and training policy and practice to organizational goals. It further strengthened Hendry's emphasis on strategic change. A fundamental cultural change, perspective transformation or, to use Hussey's phrase, a breaking through of the "perceptual boundaries" of key stakeholders is required (O'Donnell and Garavan, 1997). Pettigrew (1990, p. 266) defined strategic change as a complex human process in which differential perception, quests for efficiency and power, vicariousness of chance, visionary

leadership skills, and subtle processes of additively building up a momentum of support for change, and then vigorously implementing change, all play their part. In a discussion related to organization culture, but which is directly applicable here, Pettigrew (1990) suggested that the starting point for an analysis of strategic change formulating the content of such change must necessarily involve managing both context and process. Action to change the culture and strategy of an organization depends not only on the ability to link the “what” of change to an organization’s outer context, but also to link and fashion such suggestions to the internal political and context of the firm, and to manage such connections through the firm by adroit considerations about the processes of management” (Pettigrew, 1990, p. 267). Pettigrew (1990, p. 270) cited empirical research evidence from the Warwick study of Imperial Chemicals Industries between 1960 and 1983 in stressing the fact that making the issue of first challenging and then changing the core beliefs of the top decision-makers a critical factor in the theory and practice of managing strategic change.

policies and plans in parallel with, and sometimes influencing the organization strategy. This will link to a broad range of covering systems in all areas of the human resource cycle such as HR planning, selection, appraisal, rewards, and development which are related to individual/team and organizational performance. Levels of expertise within the HRD function must rise to include knowledge of organization development, organization behavior, and broader business processes. It will not happen overnight but it require persistence, patience, and a long-term perspective. Failures will occur, but these can be analyzed and viewed as part of the learning curve in the move to integrating HRD into the wider organizational strategic process.

### Integrating HRD with Organization Strategy: Modus Operandi

Integrating the HRD function with the organization’s strategic goals takes time, persistence, and an in-depth knowledge of the process involved. And Budd and Broad (1996) proposed an

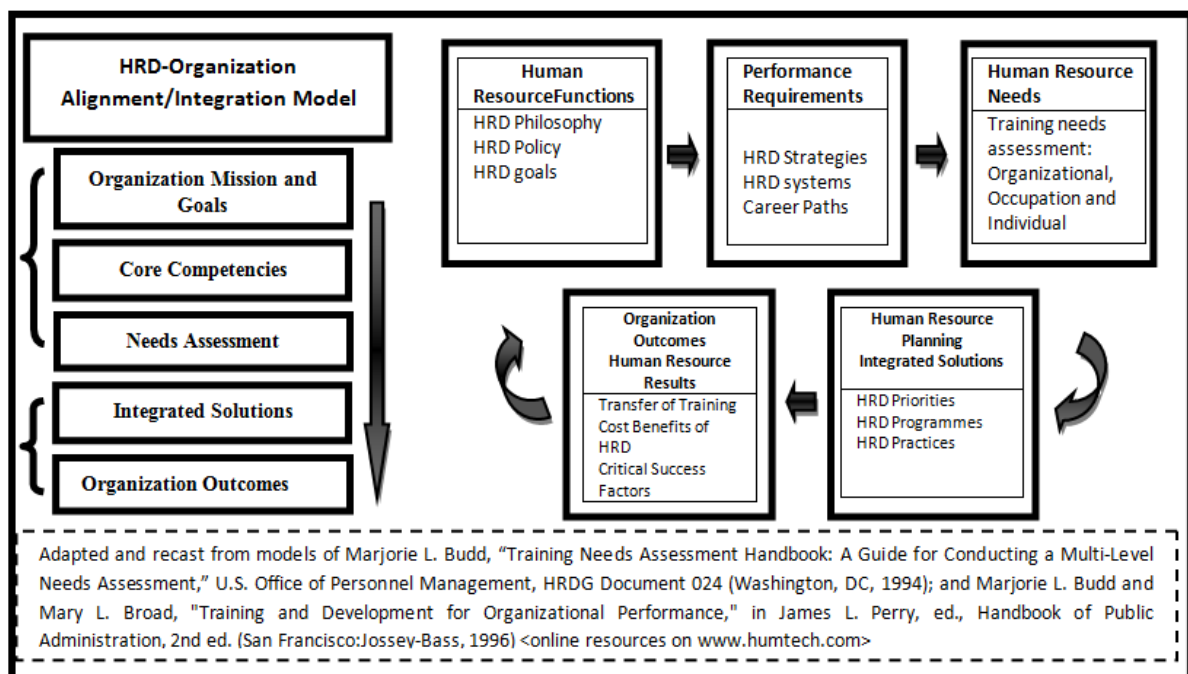


Figure 1.

Hunter and Mac Innes (1991), in recommending a more integrated approach to the relationship between manpower and business strategy utilization and recruitment, cited a lack of managerial strategic thinking as the reason for the non-existence of this “integration” in so many organizations. They stressed that a muddling attitude will not suffice in attaining goals and organizational strategies. Successfully accomplishing organizational strategies and goals requires a critical mass of positive factors related to the effective management of human resources; particularly in developing HRD, quality of managing and developing human resources is a key determinant in attaining organizational goals and strategies (O’Donnell and Garavan, 1997). It follows that the HRD function must become more strategic in focus. Integrating the HRD policy and practices with the organization strategy essentially involves the analysis of a myriad internal and external environmental factors contingent to the organization, followed by a strategic approach to influencing key stakeholders, and the formulation of strategic HRD

HRD and organization Alignment Model (Figure 1) illustrate the aligning of HRD with the organization planning and management function as well as human resourced function (HR) itself. The model comprises the three levels in each block, are rare representing the relationship among the organization, HRD, and HRM functions. The HRD Integration Model should not base only on a “bottom-up” and “top-down” approaches but also on goal-driven Management by Objectives (MBO) approach. This approach facilitates the following outcomes (Singh and Sthapit, 2008):

- Linkage of HRD to a broader HRM framework.
- A framework to plan and manage HRD agency activities.
- Awareness of HRD as a key management tool at all levels and functional areas of management.
- Assessment of the HRD effectiveness within the Organizational Effectiveness context.

- Contribution to strategic management of the organization in line and analysis of environmental factors

this may not be the case. Many times the process works in reverse and as a result, HRD must examine its activities and results to ensure that it is aligned with activities and results at the HR and organizational levels.

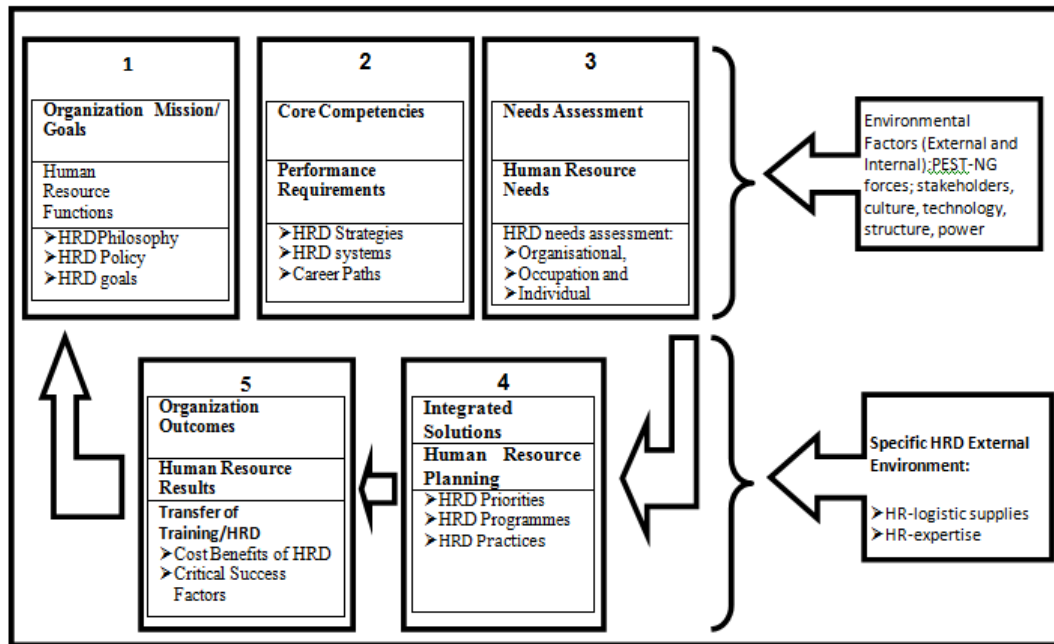


Figure 2

Table 1.

<b>Organization Mission/Goals/Strategies</b>		
Organization Mission/Goals	Organizational function Level	What are the Organizational Mission, Goals, and strategic plans?
Human Resources Function	Function level in HRM	What are the HR Functions (e.g., staffing, performance management systems, etc.) designed to support the organization's mission/ strategies?
HR Dinfunction, Philosophy, Poliy, and Goals	level function in HRD	How do the HRD Philosophy, Policy, and Goals reflect the organization's mission and goals?
<b>Core Competencies</b>		
Core Competencies		What are the Core Competencies of the agency (knowledge, skills, and abilities that are essential to the organization's mission)?
Performance Requirements		How are the organization's Performance Requirements established, based on the essential competencies of the agency?
HRD Strategies, System, Career Path		How do the HRD Strategies, Systems, and employee Career Paths strengthen and promote the agency's core competencies?
<b>HR Needs Assessment</b>		
Assessment Needs		How does the organization's Assessment Needs process to identify the agency's broad cross-cutting performance issues and opportunities for innovation?
Human Resources Needs		When HR Needs are examined, how they are linked to the broader organization's assessment of performance needs?
Individual and Occupational Organizational Training Assessment Needs		How does the Training Assessment Needs process to explore the organizational, occupational, and individual needs? How is the information used to make decisions for allocating training resources to meet organizational priorities?
<b>Integrated Solutions</b>		
Integrated Solutions		What are the Integrated Solutions in approaches requiring input from multiple sources such as improving management systems, training, and development, automating work, etc. which may used by the agency to solve its performance issues and make improvements?
Human Resources Planning		Whether HR plans link with various HR functions? How do HR Plans help to solve the agency's performance issues and make its improvements?
HRD in Priorities and Programmes Practices		What are the HRD Priorities, Practices, Programmes, and configured to support the broader HR plans so they become part of the organization's integrated solutions?
<b>Organization Outcomes</b>		
Organizational Outcomes		What are the Organization's Outcomes ?whether the result comes from addressing the agency's performance issues?
Human Resources Results		How HR Results (those emanating from recruiting, training, managing performance, etc.) and contribute to the organizational improvement?
Transfer of HRD, Cost Benefit, and Critical Success Factors		How HRD ensure Transfer of Training and Cost/Benefits in its services? What are the HRD's Critical Success Factors which may reflect the genuine needs of the agency?

In an ideal situation, the organization's functions, strategies, and desired outcomes drive HRM policies, functions, and desired outcomes which, in turn, drive HRD policies, functions, and desired outcomes. However, in the 'real world,

The model shown in Figure 1 has, therefore, been modified in Figure 2 above Prior to it, the questions at every level and step of the process give Table 1 should be instrumental in



integrating/aligning its HR and HRD functions with the organization's mission, goals, and strategies. Budd (1994) and Budd and Broad (1996) argued that the benefits that accompany the integration of the HRD function (HRD policy and practices) with the organization's mission and strategic goals include:

- Optimum use of the HRD function as a tool to increase organizational productivity;
- A sound rationale for the organization to invest in HRD programs and allocate resources according to priority needs;
- Visibility for how HRD supports other HR functions as well as other agency systems;
- Increased involvement of supervisors, line management, and executives in the training and development of their workforce;
- Orderly system of planning for current and future workforce needs;
- Organization's mission-related/strategy-related standards and guidelines against which HRD activities can be evaluated;
- Increasingly responsive, results-driven, customer-driven HRD activities; and
- Containment of costs (as human resource services become inextricably interlinked to the business and organizational requirements).

Human resources, in the context of strategic HRD, are seen as a vital factor in organizational planning and survival. It lies in moving HRD from a series of fragmented activities to a situation in which training, development, and other HRD activities are systematically integrated with the organization's strategies, master plan and overall tactical objectives. By pursuing 'modus operandi' recast in the modified model (Figure 2), integration of HRD policy and practices with organization strategy can bring organizational outputs and more effective HRD outputs. The modern organization can be in private or public sector. HRD is intrinsically related to overall business strategy and competitive advantage (Garavan *et al*, 1999). As far as the organization faces a need for integrating its organizational, corporate and other functional strategies with each other and for making their implementation effective, there is a need for redefining and expanding roles of HRD. It is indispensable that the organization's human resources be developed at all levels and at all dimensions, like HR training, management/executive development, career development and eventually organization development (Sthapit, 2008; Singh and Sthapit, 2008). Such efforts are typically known as the 'HRD Interventions' help in discharging the stipulated HRD roles so that failures of strategy implementation can be converted into 'successes' in the organization (Sthapit, 2008). Integration of practices and HRD policy with organization strategy can bring organizational outputs and more effective HRD outputs. Integrating the HRD policies and practices with organization strategies requires an understanding of external environment factors including logistic and expertise supply factors as well as a critical mass of positive factors in support of the HRD function, like stakeholders' influence, organization's structure, culture, change, power, technology and size. It is indispensable as there is a strong link between success, organization strategy, and HRD (Haslinda, 2009). Furthermore, Haslinda (2009) argued that a separate HRD department is essential in the

effective implementation of strategic HRD practice in organizations. It helps organization management to enhance the management effectiveness and rendering their HRD practices more strategic in nature.

## Conclusion

This article concludes that organizations should take HRD function more strategic in nature. As discussed earlier, HRD has a 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 HRD policies with organization strategies. These organizations through effective management of HR can be successfully reached to their strategies and achieves to high-quality performance and finally promote the organization. As it is clear, HRD 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 all these positive features of HRD, it can't be ignored its very crucial role in employee development and further its effect on the labour market. Therefore as far as the organizations need to cooperate with each other and make their implementation, there is a need to expand the role of HRD which is brought about more outputs for organization managements and HRD as well.

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