

## CHALLENGES OF HRD IN GLOBALIZATION

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**Abstract:** *Globalization shrinks the boundaries of businesses. Fast changing technologies, innovative ideas, and updated skills of the employees in organizations make things cost effective and reachable to the common man. Continuous learning in the work place is a mantra of today's business. Global entrepreneurs prefer to invest more on honing skills of their employees to earn higher return. They prioritize the development of their human resources to meet the global needs. Organizations across the globe are churning their manpower from rotten skills to design HR centric training and development programs. They are also focusing on the evaluation and appraisal of their employees to make their businesses more competitive. Present paper is basically framed with all secondary sources of information and focuses on different elements which forces the HR departments to transform into HR Development departments. It also suggests to make all necessary changes strategically in designing, training, evaluating and appraisal methods to meet the global demands and achieve sustainability.*

*Key words: Globalization, Human resource Development, sustainability*

**Introduction:**

HRD is an organized learning experience aimed at matching the organizational need for human resource with the individual need for career growth and development. It is a process involving organized series of learning activities designed to resulting behavioral changes in human beings in such a way that they acquire desired level of competence for both the development of individual and the organization. And HRD emerged as the most dynamic interdisciplinary and integrated approach to the development of human resources. Investing in human resource development allows organizations to enhance staff knowledge and capabilities (Leopold & Harris, 2009). Swanson (1996) defines HRD as 'a process of developing and unleashing human expertise through organizational development, personal training and development for the purpose of improving performance (p207). The general consensus is that HRD encompasses three components; learning, performance and change (Tseng & McLean, 2008). In recent years, the concept of strategic HRD has superseded HRD. The HRD have to match with rapid global changes in science and technology and in other social and behavioral, geographical aspects to make the organization survive.

**Review of literature:**

Literature shows that an employee skill development is depends on the HR Department, especially in today's dynamic and uncertain environment, it is very important that HRD activities should be carried in the organization while paving the way for future sustainability and to cope with the challenges/competition of global arena. In this regard, HRD role could be effectively, only if the employer is interested too, to invest on employee skill development. Managements ensure training contents, deliverability and instructional design to enhance competency and productivity of employees. And also ensure training and development strategies bring about positive change on attitude and behavior to enhance their performance (Arhan Sthapit). For the last several years, HRD has been changes its shape into various dimensions. Kalargyrou & woods, 2011; Nolan (2002) mostly focus on three aspects of HRD: (i) the identification of core competencies required to meet present and future needs of the organization; (ii) selection of the best delivery system to enhance HR competencies; and (iii) the management and delivery of training activities. Nolan (2002) notes the ad hoc and reactive nature of HRD in the any industry. Luoma (2000) describes this occurrence

as 'need driven' HRD – developmental activities are launched when a performance gap is identified. However, the successful integration of HRD in business strategy and for enhanced business competitiveness, requires a shift from 'need driven' to 'capability driven' HRD.

#### **Methodology:**

The data for present paper, is derived from secondary sources of books, magazines, periodicals reports, websites and surveys of national and international repute.

#### **Objective:**

A global revolution is taking place in the field of workplace learning. It is driven by the requirements of the information and digital explosion, increased globalization, the changing nature of work and business, as well as changing learner needs and aspirations. This paper focused on challenges and developments in the area of human resource development (HRD) that have evolved from the national and international platforms conferences hosted by the world's renowned training and development institutions. And the business managements across the globe are also keenly observing the trends in developing their human resources to meet their planned business goals and for future sustainability.

#### **Globalisation**

In the modern business environment, companies are forced to approach the way they conduct business activities with a more external focus and customer centric. The business partnerships are expanding across regional, national and continental borders, but also maintaining international standards becoming the norm. While production and other business standards have been the norm for decades, in recent times the International Standards Organization (ISO) has started to develop international Human Resource (HR) standards. This new trend has major implications for HRD in the workplace. Human resources need to be developed to acquire updated knowledge and skills to perform function effectively in the fast changing global business environment. Thus, today a focus on global human resources (HR) is key to business success. Despite increased efforts of localization and anti-globalization campaigns, the Internet of

Things has ensured that globalization is a reality for all top companies to embrace.

#### **Strategic HRD and talent management.**

The importance of managing HRD from a strategic point of view has evolved very rapidly over the past five/several years. However, it is difficult than ever to strategically plan HRD the long term. In the fast changing business environment is unpredictable, in this context, strategic HRD must be aligned on a more regular basis, with the typical short time span of a strategic plan.. This means that strategic HRD plans must be flexible enough to accommodate changes in the environment. In addition, major strategic decisions, such as whether to outsource the organization's training activities wholly or partially, have to take costs savings and business improvements into consideration. Moreover, the worldwide skill gaps have forced companies to initiate aggressive talent management strategies to attract, develop and optimize the available talent in both the broader marketplace and specific industries.

#### **Learning through Electronic, mobile.**

Using of electronic gadgets is an essential part of life to every one across the globe. Majority of the organizations worldwide are making use of electronic learning (e-learning) to facilitate the learning process. The latest technology, such as multimedia, computer-based training, virtual classrooms, Internet training and video-conferencing, learning through online platforms like zoom, google meet, WebEx etc., is being used. In fact, the rapid advancement in technology has resulted in e-learning being transferred from computers to laptops to smaller devices, such as iPads and smartphones. The explosion of social media platforms has now precipitated the emergence of a new mobile form of social learning — essentially, the availability of learning at anytime and anywhere the learner finds his or herself in a very cost effective manner.

#### **Development of Management and leadership**

It is evident that the role of business managers and leaders is changing dramatically. Managers were previously expected to plan, direct, staff and control. Now, they must learn to govern, coach, empower, counsel, mentor and lead. This necessary paradigm shift requires new skills and behaviors on

the part of management. If managers are not trained and developed to meet and internalize the new managerial requirements, they will find it difficult to adapt in a fast-changing business environment. World-class companies need highly talented leaders and managers. It is therefore not surprising that the growing field of mentoring and training is a mandate among leading companies across the worldwide.

The period of 1990's were dominated by management development, the early 2000s were characterized by the shift to leadership development. Now, moving towards the 2020 workplace, management and leadership development are converging as HRD. This has resulted in the need for both dynamic and innovative leaders driving change and business transformation, while simultaneously creating systems, governance mechanisms, processes and controls to maintain some order amidst the chaotic change, uncertainty and complexity around us. Thus, the elusive paradigm is still to create the optimum balance between management and leadership. Significant amount of investment in management and development will be required in the years to come for effective functioning.

### **Performance consulting**

Performance consulting is a practice that evolved from the instructional design discipline. It is performed by performance consultants who use more of a systems-thinking approach to resolving workplace performance problems. Performance consulting acknowledges that there are other environmental factors that affect one's performance. The ongoing shift from traditional training to workplace performance is another significant trend in HRD, linking organizational culture and bottom-line business results, benchmarking performance, as well as satisfying client needs are the important key areas of the day. The HRD professionals are no longer as trainers, but becomes a performance consultants by virtue of their new role of assisting the rest of the organization in improving their performance to achieve the organizational goals. Developing people in the organization with all the latest and technology enabled techniques and tools are highly need to match with the changing trends,. to improve performance remains an ongoing challenge

### **Career and performance management**

Many performance management programs are built on relatively static career paths, where an individual is positioned on a particular career track and managers help him or her to stay on course. Though it sounds good in theory, employee development doesn't typically work that way. Your employees' interests can change, or they may discover they lack the competencies to succeed in a particular area. Career Management is about matching each employee's evolving interests and competencies. The traditional system of career management is no longer applicable in the modern business environment. The time has gone when an individual would join a company and work for that organization for more than ten years. Rather, moving from one organization to another more frequently, is becoming the norm rather than the exception. In addition, an individual is also more likely to move into different positions that are not necessarily related to one another. Flexible work practices are also contributing to the erosion of full-time employment. More part-time staff, hiring staff on term contract, engaging staff through outsourcing agencies are being the present day practices, , which will have a significant effect on HRD. For all these sources manpower in any organization needed, different skills such as flexibility, versatility, information technology and processing skills. Another remarkable trend in the area of performance management has been the shift from traditional single-rater performance appraisal to 360-degree or multi-rater feedback systems as a modern approach to performance management. Multi-rater performance feedback is used in many organizations as, when a person receives performance ratings from a range of parties, such as supervisors, peers and subordinates and, in some cases, even customers, using some type of standardized instrument which is computerized in many companies.

### **Proactive learning needs identification**

The proactive learning approach is about making the first move. It refers to a trainee's desire to seek out information. They actively want to acquire knowledge, so they look for relevant material. This interest will keep them more engaged in their training. It will increase retention and improve overall performance. The demands of the modern business environment, globalization and the speed

of change require a different approach to the assessment of learning needs. Organizations will no longer be in a position to sit back and wait for problems to occur before training interventions are decided upon. Rather, a more futuristic approach is needed, one that anticipates future problems and takes proactive action by means of learning and development interventions. For example, it is more appropriate to provide safety training to prevent accidents, than to present the training after a number of accidents have already occurred. Hence, business drivers will play a key role in driving a more proactive approach to learning needs analysis.

### **Learning design**

Learning Design is the framework that supports learning experiences. It refers to deliberate choices about what, when, where and how to teach. Decisions need to be made about the content, structure, timing, pedagogical strategies, sequence of learning activities, and the type and frequency of assessment in the course, as well as the nature of technology used to support learning. As a result of new developments in Information Technology such as electronic learning, online learning, web based learning, virtual learning, the design of training will focus increasingly on the human-computer interface. Classroom training is still a popular training method, but is more frequently supplemented with new training techniques such as industrial theatre and outdoor training, self-directed learning and electronic learning, deputing the employees to other similar business units, training form suppliers. Many organizations are outsources the design of training programs completely. The modern approach of design thinking is needed to make learning design work in a totally different business environment.

### **Evaluation of training**

Evaluation involves the assessment of the effectiveness of the training programs. This assessment is done by collecting feedback on whether the participants were satisfied with the deliverables of the training program, whether they learned something from the training and are able to apply those skills at their workplace. There are different tools for assessment of a training program depending upon the kind of training conducted. Since organizations spend a large amount of money, it is therefore important for the

organizations to focus on evaluating the training programs conducted to their employees and how the programs makes change in output, behavioral and attitudes etc.

Although organizations worldwide neglect the measurement of their education and training efforts, there is an increasing awareness of the importance of evaluating training programs. Particular emphasis is placed on feasibility analysis, cost and benefit analysis of training, as well as evaluating the return on investment from training. HRD practitioners are increasingly being called upon to make sure that training will have an impact on performance in the workplace and produce the required return on the training investment. Companies are focusing more on performance and business problems when implementing training interventions. In addition, training managers must devote considerable resources and effort to indicate how an intervention contributes to the bottom-line. Measurement and evaluation form an integral part of all training interventions.

### **Employment equity and diversity training**

With the increasing importance of aligning training to international business practices comes the realization that training across cultures has some potential pitfalls. If training is conducted without prior consideration to cultural differences, the outcomes can be disastrous. Various organizations in the United States of America, United Kingdom, China, Singapore and South Africa have embarked on major diversity management initiatives to address these issues. A holistic approach to diversity management is advocated, one that recognizes a diversity initiative as a process of organizational change that is associated with the acknowledgement of diversity as an important business strategy. The importance of diversity training as an important tool in supporting a diversity initiative and the ultimate goal of employment equity is increasingly emphasized

### **Learning organization**

Learning organizations are continuously striving to cater the training needs of their employees by (1) create a culture that encourages and supports continuous employee learning, critical thinking, and risk taking with new ideas, (2) allow mistakes, and value employee contributions, (3) learn from

experience and experiment, and (4) disseminate the new knowledge throughout the organization for incorporation into day-to-day activities. A major shift in the area of HRD is the creation of the learning organization as an alternative to traditional classroom training. Traditional training is based on the notion that training occurs in a classroom or instructor-controlled setting. A reactive model is followed, which is based on a training needs analysis prior to the design and presentation of training programs. While this approach has reaped multiple benefits for organizations worldwide, the complexity, speed and reality of change and development in the business environment necessitates a more proactive and dynamic approach to training. The latter approach requires a fundamental shift from training to organizational learning to improve productivity. The most important challenge is to create a learning organization, i.e. a learning culture enabling learning to take place quicker and continuously (with or without formalized learning interventions).

In conclusion, the impact of worldwide challenges and developments in a competitive business environment will constantly change the role of the HRD function. Organizations are beginning to recognize the need for talent development and, for HRD professionals in their organizations to keep their human resources at the cutting edge. Moreover, it appears that the information age requires a different kind of learner, one who can learn very fast, one more highly skilled than in the past. HRD managers will no longer simply be managers of training departments. Theirs job is challenging and that requires competency in more than just human resource or training management. The HRD manager's new role constitutes a synergistic combination of various fields of knowledge. The top HRD trends identified in this article, presents opportunities for companies to align organizational learning to the new realities in the broader strategic learning context. In essence, Business organizations need to leverage technology, while ensuring that learning strengthens all current efforts in talent management which leads to profitability and sustainability.

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