



Implementation Of Human Resources As A Leveraging Partner In High Performance Organization

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ABSTRACT

The purpose of this research is to shed light on how Human Resources (HR) transformed from a clerical, personnel administration function into a strategic partner that assists businesses in transforming into dynamic, high-performance organisations. Specifically, this will be accomplished by examining the historical progression of HR (HRD). In addition to this, it investigates the progression of HRD from both a theoretical and an applied point of view. The conceptual evolution and how it reflects the move from conventional organisational paradigms to developmental organisational paradigms will be investigated in this study. In the final section of this paper, we will investigate how modern High Performance Organizations (HPOs) could make use of HRD to address the strategic problems that are present in today's highly competitive corporate climate.

KEYWORDS: Strategy, Leveraging, Performance, Development, Innovation.

1. INTRODUCTION

Human Resources (HR) as a skill has evolved significantly in contemporary company. The study of HR is rife with debate about its origins and consequences for current management. In his landmark book *The Practice of Management*, Drucker (1954) coined the phrase "human resources" and focused on its application to manage people. All of the members' skills, time, energy and intellect go into the organization. Throughout the twentieth century, human resources served largely as a functional department inside a company, managing human resources to maintain employee levels and ensure the continuity of the organisation. Previously, the only purpose of this human resources position was to retain staff in order to meet the firm's production targets. The value and relevance of human resources (HR) in

modern businesses has shifted from being driven by output to being driven by employees. As a consequence, human resource management's main goal has evolved from managing human capital to fostering and sustaining a dynamic, competent, and progressive career-oriented workforce. Human Resource Development will be used in this discussion for the time being (HRD). As described by Nadler (1970), human resource development is "a collection of systematic and planned actions established by an organisation to provide its members with chances for the acquisition of required skills for present and future employment needs" (p. 3). (See p. 5) Organisations in the modern era have realised that their success is dependent on the growth and development of their people, rather than merely the production of products and services. The Human Resources department has been more crucial in the organization's growth since the 1970s, when work reform and regulation started. Human resource development has progressed from the management of personnel to the management of human capital development. The strategic importance of staff development is recognised in this human resource development paradigm. This notion is a successful application of human resource development since it strives to increase the performance of the organization's personnel. As a result of human resource development, employees become strategic assets of the organisation. According to Amit and Schoemaker, strategic assets are "a combination of difficult to sell and mimic, scarce appropriable, and specialised resources and abilities that provide a corporation with a competitive edge" (1993).

2. The Transition from Human Resources to Human Resources Development

There are some fascinating and insightful similarities between the growth of HR and that of the business as a whole. HR was almost by necessity compelled to grow from a basic administrative job inside the organisation to an essential, thought-leading nexus of the corporation with considerable strategic contribution and value as the notion of organisational success evolved and extended over the twentieth century. Understanding HR requires a thorough knowledge of modern-day business and how it operates in this era of constant change.

During each of the industrial periods, management reacted to the demands of the day by responding to the needs of the stakeholders. Compelled labour practises including slavery, indentured servitude, and apprenticeships were common in pre-industrial times, along with a series of laws that limited worker mobility. A combination of privilege, governmental enforcement, and physical restriction led to compliance with organisational orders. The industrial revolution ushered in the paternalist era, which saw workers relegated to the status of a mere input into the manufacturing process.

Changes in HR processes were made to reflect management's objective to boost total output. To counter the perception that labour was merely another ingredient in production, workers called for more favourable working conditions and greater degree of freedom in

their work schedules. During this period, employment-at-will and incentive remuneration, as well as the abolition of slavery and indentured servitude, were introduced. During the bureaucratic era, management practises that emphasised the human aspect of work significantly improved. Workers' well-being and process improvement were both priorities for scientific management. "welfare secretaries" were the managers of HRM services during this era, when HRM was known as "people management" (Ivancevich, 2007). The Civil Rights Act of 1964, OSHA, and the Fair Labor Standards Act (FLSA) were all borne out of a rising concern for worker safety and rights during this time period. Psychologists and academics have begun to pay more attention to the topic of human resources. Among them are the following: a focus on practise between 1961 and 1971, theory development between 1971 and 1982, strategic human resources management between 1983 and 1999, and globalisation (2000-2010).

HRD was first discussed in the 1970s, but it was only in the 1980s and 1990s that it became a reality. Training and education procedures, as well as management's attempts to organise employees behind the organization's goal, all played a role in HRD at this period. HRM and HRD become distinct fields of study for academics. When it comes to HRM, the focus was on locating and supplying workers with the necessary resources, whereas the focus of HRD was on the individual's development. Developing workers' capacity for performance, according to York (2005), is a key part of HRD's role in "both long-term strategic performance and more immediate performance enhancement" (p. 20). Modeled by Mankin (2001) and modified by Werner (2014), HRD is a method for continuous learning, knowledge generation and transformation.

HRD is a natural overlap between strategy and structure, culture, and HRM activities, and is a catalyst for organisational transformation and development. Gilley and Maycunich (2000), present a new viewpoint on the contemporary organization's development. Employee development has received little attention in the traditional hierarchical structure of the business world, where power is concentrated at the top and production takes precedence over people's well-being. They argue that the organisational concept has evolved significantly since its inception. Later in the twentieth century, the learning organisational paradigm was developed, which improved upon this inflexible architecture. When compared to standard businesses, "learning organisations" are those "committed to enhancing employees' well-being, productivity, and profitability via lifelong learning" (Gilley and Maycunich, 2000, p. 5).

An company that practises "learning management" instead of "productivity management" focuses on the development of its employees' skills and knowledge rather than just increasing productivity. Furthermore, according to Gilley and Maycunich (2000), a company may achieve even greater success by adopting the model of a developmental organisation, in which resources are used to help individuals grow in all aspects of their

careers, not only in terms of job skills. Organizational growth, they say, is all about this kind of change and improvement.

Among these three models of the company, one of the most important differences is how workers are perceived and appreciated. Human Resources has been able to exert strategic influence inside the business via this valuing of the employee, and so developed in tandem with organizational theory.

Human resources (HR) has developed to reflect how a company values and manages its workers as it moves through the organisational development process. Traditionally, workers were seen as replaceable cogs in a machine, needing just clerical administration and no more major assistance in conventional organisations (Tran, 2015). Human Resources Development (HRD) is also responsible for integrating individual employee career development into the business's overarching strategic goal and strategy in the developing organisation. HR's responsibility is to give the right measurement at each step of the company's growth. An important part of a company's strategy plan for human capital management and integration appropriate to the demands of the company with regard to its personnel and their individual usefulness and growth inside the business. The HR idea changes and evolves with each stage of the company's development, as personnel are used in a variety of ways. With the right HR practises and design, firms will always discover the best synergy and collaboration between workers and management, with HR serving as the primary developmental interface for them.

Assuming that the company is interested in the benefits and effectiveness of a developmental organisational model, HRD is an ideal strategy for facilitating the important parts of employee development. An organization's highest degree of growth may be achieved by this approach, which is based on Gilley and Maycunich's (2000) developmental model for organisational growth.

3. HRD'S CURRENT PROBLEMS

For companies, HRD is a practise that has a lot of strategic value. As a result, the contemporary corporate world faces a number of HR-related difficulties that affect how it is adopted, used, and accepted. The following discussion presents a summary of current HRD challenges and expounds on many of these difficulties in order to enlarge on the subject and provide relevance and currency for HRD in the operational environment.

According to Vince (2014), executives in businesses are typically tasked with both ensuring that operations remain consistent while also encouraging innovation. However, HRD scholars tend to overlook this sort of underlying contradiction, which produces tension with regard to power relations and emotions in both individuals and organisations. Accordingly, in order to more fully depict the reality of HRD difficulties, contemporary HRD studies should confront this sort of conflict rather than ignore it, he says. Rao and Salunkhe

(2013) provide a supposition that supports Gilley and Maycunich (2000)'s argument that HRD is essential and critical for good development and transformation. For them, "Developmental" should be the most important factor in determining success.

The "Climate" of a business is crucial to the effectiveness of HRD as a tool for controlling employee development. In order to create a positive work environment, a business must respect its workers as its most important resource, guarantee that bosses nurture their subordinates, and believe in their ability to learn and grow. As Rao and Salunkhe (2013) point out, many companies lack the circumstances essential to generate a Developmental Climate that may be used to influence organisational transformation through human resources development (HRD). They argue that too much time is spent examining material and technical demands, but insufficient attention is paid to the needs of employees.

Managers and employees lack trust in each other because of the failure to broaden the notion of management to encompass more than a narrow perspective on human resources as merely interchangeable parts (Rao and Salunkhe, 2013). By creating a Developmental Climate in which people are inspired to learn and progress, HRD can be a solution to this problem. HRD managers have the responsibility of creating, monitoring, and evaluating training programmes that are aimed at helping employees and the company as a whole flourish throughout each stage of an employee's professional development. Employees' work-life balance is also a concern in the current scope of HRD "Achieving and sustaining a feeling of balance between the demands of work and the responsibilities outside of it" is how Kahnweiler (2008) defines work-life balance (p. 75). As HRD and work-life balance are independent disciplines within the area of HR, he argues that little research has been done on the topic.

Refuting this assertion, Kahnweiler (2008), according to him, HRD's multidisciplinary nature makes it particularly qualified to address the work-life dilemma, which might help HRD become more relevant both practically and academically.

As a field, human resource development (HRD) is now dealing with a major issue: how relevant is it? In an article on the link between HRD and management in general, Jacobs (2011) takes on this topic. He argues that HRD knowledge can be used to influence many management decisions, and that an interdisciplinary approach to HRD may be used to make suggestions for different activities that need to be taken in today's corporate world.

Human resources professionals can benefit from HRD's recommendations and guidance, which are described in detail in Jacobs (2011). When it comes to a merger or acquisition, financial information is typically the most important data, he explains, the choices made by influential figures Jacobs, on the other hand, believes that in making such a choice, other factors must be taken into account, and that HRD may greatly benefit leaders by helping them better grasp the human aspect of business transactions. It is further claimed

that HRD plays an important role in the realm of management through controlling and assessing training efficacy and knowledge transfer, as outlined by Rao and Salunkhe (2013). His overall conclusion is that HRD and management, at least in terms of employee learning, are in some ways interdependent.

In general, the literature on HRD and contemporary concerns in the area shows that the subject has a lot to offer the modern commercial company. According to Gilley and Maycunich (2000), supporting the concept of the developing organisation necessitates that workers be viewed as the most significant resource in the enterprise. Gilley et al (2002)'s concept of human resources development (HRD) provides a framework for HRD initiatives that encourage employee development, career advancement, performance management, and organisational development (HRD).

HRD is defined in a number of interesting ways by the contemporary concerns discussed in this section. Vince (2014) argues that the growth of employees is a pre-requisite to the development of the company as a whole because of the effect of power relations and emotion. As discussed by Kahnweiler (2008) and Rao and Salunkhe (2013), HRD's impact on work-life balance is also influenced by the balance of work and non-work priorities, which affects all three areas. Human Resource Growth (HRD) has a significant impact on the entire development of a business, according to Jacobs (2011). As a whole, the current concerns discussed here illustrate that HRD encompasses a wide range of activities, while also pushing the notion to the forefront of contemporary corporate environment analysis, human resources development (HRD) faces significant hurdles.

4. INNOVATION IN HIGH-PERFORMANCE ORGANISATIONS: HRD AS A STRATEGIC PARTNER

For a company to be considered a High Performance Organization, it must be able to adapt swiftly to changes and respond quickly, manage for the long term, and build up a long-term strategy. constant improvement of its core competencies and the treatment of people as the company's most valuable asset are all characteristics of an effective management system. On page four, we find: Several features of this definition reveal the major differences between HPOs and other organisations. Firstly, HPOs are dynamic, reacting swiftly to changes in the environment. Secondly, they are devoted to long-term planning and management, rather than short-term aims, and devote resources to this purpose rather than to short-term objectives. A final benefit of HPOs is that they bring together the many parts of the organization's operations into a cohesive whole.

Fourth, they want to improve their abilities and performance over time. Finally, HPOs recognise that their most important asset and resource is their workforce if they are to meet these and other difficulties.

Finally, the HPO aligns with and supports the goals of the developing organisation, as articulated by Gilley and Maycunich, in this final facet of its operation (2000). All of the transitions between less developed organisations and HPOs or developing organisations are thought to take place through personnel in both models. There will be a limit to how far an organisation can go in changing its procedures, infrastructure, and even its strategy; individuals who understand the firm's vision and are dedicated to pushing the essential changes are needed.

HRD plays an important role in all three concepts since it may be used to coordinate staff training and development with the organization's goals. Developmental organisations and HPOs, on the other hand, are two quite different concepts. This distinction should not be overlooked. The purpose of development organisations is to develop individuals to achieve better success and hence raise the total value of the enterprise. Despite the fact that HPOs see their employees as a valuable resource, they build their companies with the purpose of achieving superior performance in the business environment, and they do it by empowering and using their employees through strategic planning. As a result, HPOs expand on the idea of a developing organisation by putting that atmosphere to work toward achieving the business's long-term goals.

HRD may be a powerful tool for HPOs in their quest to achieve strategic advantage and become true high-performance organisations. As a result, the HRD discipline must be applied to the HPO's purpose of best-aligning the organization's human resources in order to meet its strategic objectives. In the next section, we'll look at how HRD may be used to produce strategic value for an HPO in each of the following areas:

5. Personal Growth and Development

Individual development in HR is the process of acquiring new skills and information in order to enhance one's performance in the workplace (Gilley et. al, 2002). This sort of development is considered to have a shorter-term impact and is more concerned with the individual work habits of a single employee rather than the collective work habits of the whole business. Individual growth may take place both in a classroom and in real-world settings like the workplace (Gilley et al, 2002).

HRD is critical to the success of a high-performance organisation (HPO). As an HPO, a company must be capable of adapting to an ever-changing business environment via training and development of its employees. Professionals in HRD play a variety of functions inside organisations, one of which is "change agent" (Vosburgh, 2007, p.14). As a result, HRD makes it easier for workers to transfer their own knowledge and job-related skills to the company's ever-evolving operational environment. As a result, the company's transformation into an HPO is aided.

6. Career advancement

A more long-term approach to an organization's workers' personal development is career development. For the benefit of both the company and its employees, it focuses on discovering and cultivating employees' interests and aptitudes. To ensure long-term employee sustainability and advancement, it includes the HR frameworks of mentoring and finding job and position growth and expansion inside the organisation (Gilley et al, 2002).

There are several ways in which the HPO is affected by career advancement. Human resource development (HRD) and management structures must be strategically aligned to support the development of personnel who can maintain long-term goals. When it comes to defining the HPO's key competencies, advancement prospects for people whose careers are geared toward these skills are more important than ever. HRD plays an important role in the promotion of HPO employees' careers by building routes for long-term advancement within the company and offering assistance and advice as individual employees improve in their careers. As an HPO, these efforts have a direct impact on the firm's operating strategy and contribute strategic value.

7. Management of Results

An organization's short-term attempts to enhance its performance may be implemented via a set of procedures known as performance management (Gilley et al, 2002). It is HRD's responsibility to help people and the organisation as a whole achieve better success by focusing on short-term outcomes that are in line with the company's core competencies. Focusing on smaller and more tactical adjustments in an organization's activities may lead to better business results. Within the HRD paradigm, a change manager may also do this sort of tactical change (Vosburgh, 2007). It is in this manner that HRD may make a significant contribution to the company's success by ensuring that performance management activities complement the company's key skills.

8. Development of the company as a whole

When it comes to a comprehensive approach to managing personnel in order to promote organisational transformation, the concepts of the HPO and the developmental organisation (Gilley and Maycunich, 2000) converge here. Organizational improvement in the HRD model is aimed at developing innovative, long-term solutions to issues and weaknesses within the company (Gilley et al, 2002). As a result, these solutions have a direct strategic influence on the company's performance.

With relation to real organisational transformation, HRD is possibly most important. As an inter-disciplinary facilitator inside the business, HRD is particularly prepared and positioned to assist employee development in order to increase organisational performance and implement organisational transformation in the workplace. HRD is a change agent, but also an administrative and employee relations specialist, a strategic partner, and a strategic

partner (Vosburgh, 2007). Organizational development and change management are two of the most important functions that HRD plays in a business.

Strategic value for the high-performance workplace comes from seeing HRD as a tool for driving change inside the firm. The HPWS, as described by Zhang, Fan, and Zhu (2014), is a set of high-performance practises aimed at giving the company an edge over the competition. When these assets, which are exclusive to the organisation and can only be found there (Amit and Schoemaker, 1993), are used to assist the company meet its strategic objectives, it increases its competitive advantage (Po-Chien and Shyh-Jer, 2011) and so increases its chances of success.

CONCLUSION

Prior to this, we've discussed the relevance and effect of human resources development (HRD). It has developed from the basic of HR responsibilities of the past to a really strategic partner that may have enormous ramifications for the performance and profitability of enterprises in every sector. Issues of the day, such as the work-life balance. At order to really understand the full scope and impact of HRD, it is imperative to maintain the notion in the forefront of the discussion, and only through further research can this be possible.

As a strategic enabler for any company, HRD may be especially valuable to those aiming to be high-performing organisations (HPOs). HPO demands that the business's principal asset be its workers, and HRD principles may help the firm satisfy this criterion by evolving its structures, processes, and, most crucially, its people to do so. As a result of HRD's multidisciplinary nature, it may have a significant impact on the HPO's core principles at all levels of the organisation. This conversation is confined to the breadth and size of notions that are relevant to this investigation. Real HPOs that use HRD capabilities will obviously shed light on this problem if more study is conducted using quantitative or qualitative methodologies. This debate has discussed how HRD has evolved, where it is today, and where it may go in terms of the HPO concept's relevance. In order to answer the issue of where it will go, greater study into this area is required.

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