

CONTEMPORARY ISSUES IN HUMAN RESOURCE DEVELOPMENT – II

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Received: January 11, 2019

Accepted: February 23, 2019

ABSTRACT: *In this era of industrial revolution 4.0 when organisations are surviving on technologies, artificial intelligence and big – data analytics, thinking of Human Resource Development without the modern techniques and bringing transitions on a national level will not be possible. In this light of recent developments in technology and Human Resource Development the article discusses new interventions in the transition economies.*

Key Words:

INTRODUCTION

This article discusses some of the contemporary issues in the human resource development in the modern-day organisations. With the introduction of big data and Artificial Intelligence, the context of HRD is also going for a change. If the organisations want a sustained advantage in this dynamic modern-day world, then they need to capitalise and strengthen their human resource by making it inimitable, valuable, rare through continuous development, learning practices and training methods. This will not be enough for one individual organisation, this needs to be implemented at a broad level throughout the nation, the organisation and even at micro level of the organisations.

VIRTUAL HUMAN RESOURCE DEVELOPMENT

The article highlights the concept of Virtual Human Resource Development and the recent advances in this study. When we talk about virtual world, the first thing which comes to our mind is ‘digitalisation’ and ‘technology’. However, the virtual HRD concept has also cleared doubts about VHRD not being only technology related but also includes non technological factors. VHRD is about a complex environment where people together with technology interact, learn, develop organisational skills and use these in training others. The virtual approach to HRD practices takes the issue to another level where the imagination of people combines with newer technology for collective good of the society. The concept of VHRD emphasises on formal learning through trained and systematic route, however, in real life situations it is seen the informal training is more prevalent and gives better results. It is because the employees work interacts daily and work daily learn through processes and their interaction which reaps far better results than formal training. The existing view of VHRD did not include technology development however the recent view suggests that in the complex virtual environments only technology factors do not play a role, there are a lot of co- existing and complex factors operating in between and that is why the emerging concepts of HRD focuses on an integrated approach between the local, physical and virtual environment. This integration calls for collective approach from an individual to organisation which is the IGO MODEL.

The contents which are significant to the definition of VHRD are ‘webbing in’ of components, “cultural values”, “strategic alignment among individual, group and organisation ‘and’ development of individuals along with innovation, expertise and community building “. VHRD as not just mere linking but rather a complex networked structure of people, culture, physical factors and environment which calls for not only development of human resource according to changes in technology. Rather “Technology development “which is suitable to the continuum of work performed and virtual environment is also significant for virtual environment. The has also been an emphasis on the combination of strict gaming skills (serious games) along with social structure for implementing strategic processes such Virtual Scenario Planning. Although much research has not been done in this field but still, we can jump up to the conclusion of evolving aspect of VHRD that:

VHRD = Strict gaming skills + Social networking + technological development
+ webbed in environments + individual, group, organisation development

NATIONAL HUMAN RESOURCE DEVELOPMENT IN TRANSITIONING SOCIETIES IN DEVELOPING WORLD

This issue highlights the issue of NHRD (National Human Resource Development) in the context of high-transitioning countries. The role and nature of NHRD has been identified in the changing politically, economically, socially and culturally changing economies along with the context and nature in which it is used and the need for emerging models in this field. The countries in case study although had certain similarities but they were dissimilar in terms of wealth and social opportunities. Another feature is a high and increasing gap between the have and have nots. Also, the structural shift from agrarian economy to industrial economy is another factor. As a result of these factors the countries are focussing on the development of human resource to sustain. They are trying to make effective leaders along with enhancing skills of people by partnering with National and International Institutions.

The context and purpose in which HRD is used makes a difference and in the light of this he has suggested a “Hologram” framework in which he shows how at various levels from individual to global entities the role of HRD keeps varying according to the context and purpose of the situation. The significance of this approach is to explain the readers that HRD varies according to context and purpose. Also, all the factors are interrelated and hence HRD never exists in isolation although study and implication differ layer by layer. Hence, there is a need for collaboration at disciplinary and multi-disciplinary levels and the movement along these interconnected layers, fourth and downward must be studied carefully.

From the findings the paper highlights two approaches to develop a clear picture regarding framework of NHRD – Analytical approach and necessary attributes. In the analytical framework four dimensions for studying the use and concept of NHRD are – **Political system, Economic system, and Social system and Education system**. The necessary attributes identified for studying the framework of NHRD in transitioning economies are – **human development level, income level, world aggregates, and regional differentiation**. The author although has developed five models CENTRALISED, TRANSITIONAL, GOVERNMENT, DECENTRALISED, SMALL NATIONS for NHRD framework however his focus has been more on the **TRANSITIONAL MODEL**. In the light of this framework, certain features of NHRD should be noted which says that NHRD does not only means education, rather it should focus on comprehensive development and unleashing human talent. It must acknowledge imbalances across the nations in terms of all opportunities. NHRD must be nationally purposeful and must encompass all learning systems to improve and sustain performance. In the end, NHRD should be for human development and is an essential component of sustained development. The paper has also discussed the HARBISON AND MYERS FRAMEWORK which had very earlier emphasised on the international and national framework of HRD models in the countries which included use of qualitative and quantitative measures for HRD, use and incorporation of current indices in HRD, stressing importance of HRD to the wealth of nations, collaboration between HRD and general planning and developing a combined framework for HRD from economic and industrial perspective. There are certain areas such as technology, environment, and adjustment of global framework which are its shortcomings.

“THE WORLD IS FLAT”. Although there have been some significant fundamental changes but, in this context, the changing role of HRD must be understood in the light of unleashing human talent, removing gaps in the social system, integrating HRD economically and in industry level and instead of a fragmented approach, looking it as an integrated approach

HUMAN CAPITAL AND LEARNING AS A SOURCE OF SUSTAINABLE COMPETITIVE ADVANTAGE

As the title suggests, the aim of this issue is to identify such factors in the semiconductor industry which makes human resource as a source of sustainable competitive advantage. The author has identified certain factors which give the firm a sustainable advantage over its competitors which are: the resources must be inimitable and non- substitutable, they must be rare, and there must be some isolating mechanisms. It has been seen that the ease with which human capital moves across firms makes it easy to imitate and difficult to protect it from outside sources. However, this is not the case. The firms cannot easily imitate rivals’ mechanisms as they have to make some **adjustment costs** and secondly, there are some **sustained rents** which are incurred to bring it to the degree which is firm- specific. In the light of this the author identifies the importance of

“learning by doing” which means that more the work employee will do, more experience he will gain and more will be sustainable advantage to the firm as employee will gain tacit knowledge (which cannot be imitated). This has been explained with the help of a model or equation which shows that as the manufacturing experience increases, the costs will decrease. The continuous emphasis on learning time to time by the author also stresses the importance of learning more than education which shows that **learning rather than codified norms or education can be a great source of competitive advantage to the firm.**

In the light of the factors affecting competitive advantage of the firm and the process of learning, the author has framed hypothesis. The results of these hypothesis add to the findings that although volume or production does not affect the defect density (chances of defect) but cumulative engineering (which includes technological and innovation changes) affect reduces the defect density which reconfirms the idea that benefits cannot always be reaped by repetition but they can also be realised through learning. Secondly, new equipment's add to efficiency and reduce the chances of defects. The learning effect is much more significant than merely educating the personnel, as the author has clearly identified that, more the work employee will do, better will be his learning and his tacit knowledge will increase thus competitive advantage to firm over rival firms. A significant result seen is that the depth of human skills is more important than the breadth of human capital which is well explained with the example of training operators leading to efficient and default free operations. Another research says that turnover is not necessarily beneficial for the organisation as it signifies talent leaving the organisation and it reduces the rate of learning in the organisation which can be well explained through Penrose's economic theory of falling output.

It is the learning in organisations which give them a competitive edge over rival firms. Also, the impact of learning for creating a tacit source of knowledge which results in lesser defects not only in this semiconductor industry but other areas well is important. Also, one factor **LEARNING IN ITSELF IS INIMITABLE, RARE, SUSTAINABLE; INNOVATIVE which is a solution to firms looking for a self-sustaining advantage in this complex environment.** However, more research needs to be done to identify the nature, type, composition of firm specific resource.

COMPETITIVE SUSTAINABLE ADVANTAGE = LEARNING + f (cumulative engineering, screening tests, new equipment's, depth of skills of human resource, education, lesser turnover)

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