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ABSTRACT

This document contains three papers on managing the human resource development (HRD) function. "The Relationship between Factors Impacted by the Current Economic Crisis and Human Resource Development Roles and Functions in Thailand" (Chiraprapha Tan Akaraborworn, Gary N. McLean) presents data indicating that the current economic crisis in Thailand has had no significant impact on HRD roles and functions. "Testing the Appropriateness of the Gap Service-Management Model to the HRD Function in Organizations" (Shirine L. Mafi, Ronald L. Jacobs, David A. Collier) reports on an ex post facto study in which the appropriateness of the Gap Service-Management Model to the HRD function in organizations was examined by using the model to gauge employee satisfaction with HRD outcomes based on a series of gaps that occurred during the delivery of an HRD service. The research confirmed that the instruments developed for the study are indeed valid as diagnostic tools. "A Study of HRD Concepts, Structure of HRD Departments, and HRD Practices in India" (T.V. Rao, Raju Rao) reports on a study that included audits of eight Indian organizations and established that, in India, the HRD function is not well structured, is inadequately differentiated, and is poorly staffed. All three papers include substantial bibliographies. (MN)

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The Relationship between Factors Impacted by the Current Economic Crisis and Human Resource Development Roles and Functions in Thailand

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This study examined the relationship between factors impacted by the current economic crisis and HRD roles and changes in HRD roles and functions. Results showed: The economic impact on technology was the only variable in regression analysis significantly related to changes in HRD roles. However, this result has little practical significance. There has been not much change in HRD roles and functions.

Keywords: Global HRD, Thailand HRD, Roles and Functions

Thailand has been in an economic crisis since 1997. After two years of financial turmoil and suffering, the economy has finally begun to show signs of recovery (Bunyamanee, 2000). However, questions remain "whether Thailand's steps to recovery will be sustainable for the long run" (Bunyamanee, 2000, p. 6).

The current economic crisis has been an outcome of failures in country development over the past decade. One of the roots of the current crisis is a lack of human capital development (McLean, 1998). Thailand has been seeking to maintain its export competitiveness as it transforms from an economy based on labor-intensive manufacturing to one of high-skilled, technologically sophisticated production (World Bank Group, 1997). Therefore, the quality of its infrastructure and labor is critical. Thailand's shortage of skilled labor in the high-tech industry is, in part, the result of deficiencies in secondary education (World Bank Group, 1998). Human resource development (HRD) could be a key function in increasing production and closing the gap between the level of worker skill and present and future needs in order to maintain competitiveness during the economic crisis.

Problem Statement

HRD functions in Thailand have been obscure as they have been a part of personnel or human resource management (HRM) departments. However, a transformation is now occurring (Varanusantikul, 1995). Training managers have become HRD managers (Punnitamai, 1993). Moreover, academics in personnel management have changed their department names to HRM and HRD. Understanding how HRD professionals do their work is critical, especially during the current economic crisis. HRD roles and functions become an issue when the budget is tight, as, to compete in the global market, companies have to depend on the quality and level of HRD in the organization (Marquardt & Engel, 1993). Three questions emerged from this background.

First, what is the role of HRD--service deliverer or strategic? Kuchinke (1996) suggested that HRD should step out of its traditional role as a training provider and propose strategies to develop skills, abilities, and knowledge in technical, social, and interpersonal areas. Second, should HRD departments exist as they have, be transformed, or disappear? Outsourcing HRD may be a trend as a way to reduce headcount, reduce manufacturing costs, and improve quality (Harkins, Brown, & Sullivan, 1996). Third, who should play HRD roles in the organization--HRD professionals or line managers?

In 1999, Akaraborworn and McLean (2001) interviewed five HRD scholars and five HRD practitioners in Thailand to examine whether and how HRD roles and functions were impacted by the current economy. During the economic boom, HRD had worked more in service delivery than in strategy. During the economic crisis, there was same expectation that the strategic role would increase and many HRD roles would be more important. In contrast, others reported that line managers were being encouraged to perform some HRD functions, while HRD persons were performing their role as business partners. Some expected outsourcing to perform more efficiently. To support or challenge these qualitative conclusions, positivistic research is needed.

From an international perspective, HRD has a close link to the economy. For example, in Singapore, HRD has been a key strategy for economic growth since its early beginning (Osman-Gani & Tan, 1998). In Japan, long-term-focused training and development has been provided for employees to enhance their capabilities in companies (Harada, 1999).

HRD has been proposed as a focus in Thailand's present National Plan, perhaps leading to changes in HRD roles. Updating HRD roles is needed, but no research in this area currently exists. This study will explore the question: How does the current economic crisis impact HR managers' perceptions toward HRD roles and functions in Thailand? Five HRD roles and thirteen functions were tested in this study (as described later).

Purposes of the Study

The purpose of this study is to improve HRD practice by examining the: 1) relationship between factors impacted by the current economic crisis and HRD roles, and 2) changes in HRD roles and functions.

Significance of the Study

This study contributes to the HRD profession in Thailand with: 1) an improved understanding of HRD roles and functions; 2) a guide to practice and academic preparation for HRD professionals by informing academics of the critical components to include in an HRD curriculum; and 3) a benchmark for executives to use in improving their company policies relative to HRD roles.

Research Questions

The following questions were addressed: 1) What is the relationship between factors impacted by the current economic crisis and HRD roles? and 2) How much have HRD roles and functions changed since the economic crisis began in 1997? The literature review supports the importance of these two questions.

Literature Review

During the last three years, many companies have closed, downsized staff, and restructured (Bunyamanee, 2000). The Personnel Management Association of Thailand (PMAT) Annual Report showed a decrease in members from 873 private sector companies in 1997 to 773 private sector companies in 1998. In addition, the crisis has led to mass lay-offs in a number of industries, such as textiles and garments. The Bank of Thailand (2000, February 29) reported an unemployment rate of 4.4% in 1998 and 4.2% in 1999. These unemployment rates are almost triple the unemployment rate of 1.5% during the economic boom in 1996. This unemployment rate is considered high for Thailand because the government does not have any fallback system for jobless people.

Despite major layoffs, it is hard to recruit skilled people in many fields. Many potential workers will not be accepted in factories producing medium to high-technology products and in the modern service sectors (hotels, department stores, and finance), as these typically require workers with secondary or vocational education. On the other hand, the production base for labor-intensive manufactured products will continue to shift to countries with lower per-capita income levels than Thailand, such as China, Indonesia, and Vietnam (Toews & McGregor, 1998). Thus, the Thai economy has been pressured by external forces (global competition and international standards) and internal forces (lack of higher education and skilled laborers).

During the economic boom, some companies provided more training than they needed. It was quite popular for private firms to provide off-the-job training (Phananiramai & Tonguthai, 1994). In Thailand, training has had more meaning than performance improvement (Holmes & Tangtongtavy, 1997). It can be prestigious or a bonus for employees. Thus, it is difficult to make a link between training and performance improvement. However, the skill training budget compared to the formal education budget is very small (Pitayanon, 1995). And, while many OD interventions have been imported, especially from the U.S. and Japan, many did not work well in Thai organizations because of the culture (Kind, 1997). Change could be seen as the failure of management, causing a loss of face.

Methodology

Population and Sample

The population was the 773 private sector company members, Thai and multinational, of the Personnel Management Association of Thailand (PMAT) in 1998. A stratified proportionate random sample of 255 companies was selected, based on a confidence level of .05 with an anticipated response rate of 60% (Brown, 1986).

Instruments

A questionnaire was developed to integrate the literature review and interviews (Akaraborworn & McLean, 2001). The HRD roles and functions were determined mainly from McLagan's (1989) eleven roles. The interviews showed that some HR managers in Thailand performed these eleven roles as a coordinator, some as a business strategist. Moreover, in some cases, these roles were performed by supervisors or external HR persons.

Thus, role was defined as a related set of work activities within a job, which transcends jobs and has a core identity within a discipline or profession (Chalofsky & Lincoln, 1983). Role has a broader meaning than function: "a group of related activities that contribute to the performance of work by an organization" (French & Saward, 1975, p. 169). Most of McLagan's (1989) roles were subsequently defined as functions in the questionnaire.

The literature review and interviews suggested that, in Thailand, HRD has five roles:
- Service deliverer is the role of taking action in HRD programs.
- Administrator is the role of managing and organizing the company's HRD affairs, coordinating and supporting the delivery of HRD programs and services.
- Strategist is the role of working with top managers to align HRD with business strategies.
- Business partner is the HRD role transferred to others with HRD service, support, and advice, e.g., supervisors take responsibility for improving subordinate knowledge, skill, attitude, and quality of work life.
- Outsourcing is the role that external HRD persons do for the organization.

McLagan's (1989) HRD manager role was dropped because its meaning was similar to the administrator role. Based on the interviews, the instructor and facilitator roles were separated, and the instructor role was renamed trainer. Preparing employees for future tasks was included in the questionnaire, as this role emerged from the interviews and literature review. Providing training and development (T&D) activities and developing T&D activities functions were added to cover all of the HRD functions. There were five HRD roles and thirteen functions included. The 13 HRD functions were: provide T&D activities, analyze T&D needs, design T&D activities, develop T&D activities, develop T&D materials, train the employees, facilitate T&D activities, evaluate T&D activities, market T&D activities, develop the organization, provide career development (CD), research HRD programs, and prepare employees for future tasks. Because there was no existing information to determine which functions would occur within which role, it was decided to list all 13 functions under each of the five roles.

The factors impacted by the current economic crisis (or vice versa, as causality was not known) were grouped into four categories--company status, market forces, work process, and technology. Three questions were written for each variable, for a total of twelve questions.

Validity. Content validity and face validity were used in this study. The ten experts who participated in the interviews and two HRD instructors at the National Institute of Development Administration (NIDA, the school with the only Thai graduate level HRD degree at the time of the study) participated as subject matter experts. In addition, twenty HR managers who were randomly selected from the population participated in a pilot study. All responded to relevance and wording. The draft questionnaire was modified based on this input.

Cross translation. Cross translation was used to ensure equivalence between the Thai and English versions.

Reliability. The instrument's reliability was based on all survey respondents using Cronbach alphas. The first section--factors impacted by the current economic crisis--had 12 questions, and yielded a moderate Cronbach alpha of .79 (Borg & Gall, 1989). The market forces and technology sections also had moderate reliabilities of .81 and .85. Company status and work process had low reliabilities (.61 and .55), suggesting caution in interpreting these results. The second section, HRD roles and functions, had 65 items with a coefficient of .98 that was highly reliable. Each of the five HRD roles had 13 items, all with high reliabilities: .93-.95. The functions (with five roles each) yielded reliabilities that were moderately to highly reliable (.80-.93). The requirements for factor analysis were not present because of the length of the questionnaire and the small number of respondents. Thus, factor analysis was not used.

Data Collection and Analysis

In November, 1999, all questionnaires were mailed to the HR managers of the 255 companies. The response rate two weeks after the first mailing was 40.2% (97 completed of 241 delivered). To reach the 60% response rate goal, phone calls were made, and 112 questionnaires were mailed a second time in December. An additional 53 completed questionnaires was received, for a total response rate of 62.2%.

The purpose of the first question was to determine the relationship between factors impacted by the current economic crisis (as independent variables) and the five HRD roles. Multiple regression was used. The independent

variables consisted of the sum of the three Likert-type questions.. Tests were conducted at the .05 significance level. The purpose of the second question was to describe changes in the HRD roles and functions from before the economic crisis to during the economic crisis. Frequencies were calculated and rank ordered to determine changes.

Findings

Factors Impacted by the Current Economic Crisis

HR managers (n = 150), on a 5-point scale, perceived that market forces (X = 3.94, SD = 0.74) and technology (X = 3.92, SD = 0.76) had been impacted the most in their companies by the economic crisis. They perceived company status (X = 1.93, SD = 0.84) to have been impacted little, while work process was also perceived to have been impacted (X = 3.62, SD = 0.77).

Based on the regression analysis, the effect of the economy in the four areas identified was statistically significant on each of the HRD roles except outsourcing. However, the largest R^2 was only 0.17 for service deliverer, indicating that much of the variance was still not accounted for.

Only the impact of the economy on technology was significantly related to changes in the HRD roles, and the impact of the economy on technology predicted each role. As the relationship between technology impacted by the economic crisis and HRD roles increased, the changes increased in each of the five HRD roles.

Changes across HRD Roles and Functions

Table 1 shows the rank-ordered averages based on a 7-point scale, with 1 meaning "much less emphasis" and 7 meaning "much more emphasis." HR managers perceived that all roles have been emphasized about the same as in the past, with Xs of 4.36, 4.86, 4.82, 4.87, and 4.74, respectively, for outsourcing, service deliverer, administrator, strategist, and business partner.

Among the thirteen functions under the service deliverer role, there are three functions--provide training and development, develop T&D activities, and training the employees--that have been emphasized more than in the past (X = 5.37, 5.31, and 5.29, respectively). The rest have been emphasized about the same as in the past (Xs ranged from 4.53-4.98). Under the administrator role, four functions--provide training and development, develop T&D activities, train the employees, and market T&D activities--have been emphasized more than in the past (X = 5.31, 5.04, 5.13, and 5.01, respectively). The rest have been emphasized about the same as in the past (Xs ranged from 4.38-4.94). Under the strategist role, six functions--provide training and development, design T&D activities, develop T&D activities, train the employees, market T&D activities, and develop organization--have been emphasized more than in the past (X = 5.30, 5.04, 5.11, 5.06, 5.12, and 5.17, respectively). The rest have been emphasized about the same as in the past (Xs ranged from 4.47-4.96). Under business partner, only two functions-- design T&D activities and evaluate T&D activities--have been emphasized more than in the past (X = 5.08 and 5.03). The rest have been emphasized about the same as in the past (Xs ranged from 4.46-4.99). Every function under the outsourcing role has been emphasized about the same as in the past (Xs ranged from 4.16-4.79). There are eight functions--analyze T&D needs, design T&D activities, develop T&D materials, facilitate T&D activities, evaluate T&D activities, provide career development, research HRD programs, and prepare employees for the future tasks--for which most HR managers perceived that outsourcing had never been performed (Mode = 0).

Table 1 shows that "provide training and development function" has been emphasized more than in the past, and it was ranked first among the four HRD roles: service deliverer, administrator, strategist, and outsourcing, and it ranked third under business partner role. Prepare for future tasks, develop T&D materials, and research HRD programs were ranked the lowest across the five HRD roles.

Discussion

Factors Impacted by the Current Economic Crisis

Company status was rated very low among the factors impacted by the economic crisis in influencing HRD roles. Companies that had trouble with their status--being merged with another company, having difficulty with cash flow, or being downsized--may not have been included in the study. Actually, there were about 100 fewer companies in the PMAT Annual Report in 1998 than in 1997. Only the economic impact on technology was determined to influence changes in the five HRD roles. HRD roles become more important when companies have to keep pace with new technologies, are more innovative, and need a higher level of skill in their workers to keep up with advanced technology. Providing training and development was one way that companies could handle the high

demands for skilled labor to work with advanced technology. The findings support Goad's (1988) conclusion that the nature of the field has been driven by technology and rapid growth. However, while the relationship between economic impact on technology is statistically significant related to changes in HRD roles, the correlation is low. Practically, the impact of the economy on technology has little relationship with changes in HRD roles.

Changes in HRD Roles and Functions

HRD roles. HR managers perceived little change in the HRD roles. Outsourcing was perceived as changing the least in emphasis. These results are somewhat different from Tienput and Associates (1998). Tienput et al. selected twenty experts to participate in a Delphi study to explore HRM in 2007. They concluded that subcontractors would be hired because they could save companies costs, and they could be more efficient. In addition, Tienput et al. concluded that HR should perform more in strategic planning. Yet, there was no evidence of either of these findings in this study. This is supported by Jantra (1998), in the Electricity Generating Authority of Thailand (EGAT), who found that HRD practitioners did not participate in strategic planning.

HRD functions. HR managers perceived that there have been only slight changes in the thirteen HRD functions. Providing training and development was ranked first, however, under four of the five HRD roles. Nadler (NIDA, 1990) recommended more training during a time of crisis because it can contribute immediate outcomes for companies. He also said that education and development might be less important during a bad economy due to delayed outcomes. However, the survey results showed that there was not much change in organization development and preparing employees for future tasks. Chuensuksawadi (1998) studied the foreign investment of thirty-five multi-national companies in Thailand and found that these companies still invested in training after the crisis.

The survey results also showed that providing training and development and training employees ranked third under the business partner role in the survey. However, these two functions have been emphasized only slightly more than in the past. Ellinger, Watkins, and Barnas (1996) found that managers did not want to be instructors because they never have enough time to do it, and this job was not a priority for them. Moreover, they lacked teaching skills to do this job, and there was no support for them to perform this role.

Designing and evaluating T&D activities are two other functions that have been emphasized slightly more than in the past under the business partner role, and these two functions are ranked first and second under this role. These roles are expected to be a cooperative role between HRD and supervisors. HR managers perceived that the design function has not been performed by outsourcing, and it has been emphasized about the same as in the past. Thus, there has been little change in this function.

Developing the organization (or OD) is the other function that has been emphasized slightly more than in the past, but under the strategist role only. Internal HRD persons have been expected to perform OD functions more strategically. The success of OD will also depend on the knowledge and skills of HRD persons in the company, and OD is not yet well established in Thailand.

Preparing for future tasks, developing T&D materials, and researching HRD programs were ranked less than 10th in the survey across all HRD roles. These functions have not been a priority for either internal or external HRD. In addition, the survey showed that they have been emphasized about the same as in the past. Moreover, the majority of HR managers perceived that these three functions have not been performed by outsourcing.

Preparing employees for future tasks has not been seen as the company's responsibility, but the government's or the employees'. The government budget is still the most important source of finance for formal education (Pitayanon, 1995). On the other hand, employees are willing to invest in formal education even though they do not directly benefit much from that qualification (Ananvoranich, 1998). Thai people value knowledge or formal education as a means of upward social mobility. Thus, this function might not be seen as an HRD function. Moreover, the crisis may force people to think of survival, which is more short·term.

Developing T&D material is the other HRD function that has not been seen as a priority. Moreover, researching HRD programs is an HRD function that has not been performed at all. McLean (1998) saw a shortage of an indigenous research base as a problem for the HRD field in Thailand. Without a research base, HRD can be costly. However, HRD persons might not have the knowledge and skills to do this function. On the other hand, they might not get enough support from the company to perform this function. Indeed, research needs both time and financial support to perform this function.

Conclusions

First, changes in HRD roles could be predicted by the economic impact on technology only. The other factors of economic impact did not have statistical significance in this study. However, the correlation between the economic

impact on technology and the changes in HRD roles was low. In terms of practical significance, HRD roles have not changed much because of the economic impact on technology during the time of the crisis. Second, the survey results showed no change in the outsourcing role during the current economic crisis. Third, the strategist role has been emphasized only slightly more than in the past. Thus, there was no sign that HRD has been more strategic during the current economic crisis. Fourth, the training and development function has been a priority task for HRD and continues to be so during the economic crisis. Fifth, preparing for future tasks, developing T&D materials, and researching HRD programs have not been priorities for HRD and have been emphasized during the economic crisis about the same as in the past.

Recommendations

Recommendations for Practice

1. Because the economic impact on technology is related to HRD roles during the current economic crisis, HRD persons may need to consider whether they provide sufficient support to help employees keep pace with advanced technology. HRD persons also might consider if they are performing their role adequately to improve company productivity with the integration of technology in order to compete in the world market during the economic crisis.
2. The outsourcing role has not changed during the economic crisis. This role may be able to save the companies money if it is performed more effectively and more efficiently. Due to the tight budget during this time of economic crisis, outsourcing companies might accomplish more with lower costs. To do this, however, they may need to customize HRD programs and be results-oriented to show more critical outcomes that can be measured.
3. The survey indicated that providing training and development has been seen as a priority for HRD, and it has been emphasized slightly more during the economic crisis, even when the companies' budgets have been tight during the economic crisis. Therefore, educational institutions might provide knowledge and skill for people in this field to perform this function more professionally.
4. The business partner role has been slightly more emphasized during the crisis. Supervisors are expected to take some responsibilities for doing HRD work. HRD may need to provide support and companies may need to provide enough incentives for these supervisors to perform these HRD roles.

Recommendations for Research

1. This study has focused on HRD roles and functions in the private sector only. A similar study could investigate the perceptions of HRD practitioners from other types of organizations, such as state enterprises and family businesses, and from other group members, such as line managers.
2. This study focused on the impact of the current economic crisis only. No demographic data were collected in this study. If a similar study is conducted, demographic variables, such as size of company and nationality of company ownership, would be useful.
3. The current economic crisis has occurred not only in Thailand, but in many countries in Asia. Thus, a similar study could be conducted in other Asian countries and comparisons made.
4. There is a limitation of information by using a survey to collect data. More open-ended questions and in-depth interviews could add more explanation for future study.
5. An in-depth study of HRD roles and functions during the current economic crisis could be done through the case study method.
6. A follow-up study of HRD roles and functions could be undertaken once the economic crisis has disappeared to determine if the information gathered in this study will change.

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Table 1. Ranking of Function Means across HRD Roles

Rank #	Service Deliverer	Administrator	Strategist	Business Partner	Outsourcing
1	Provide training and development (5.37)	Provide training and development (5.31)	Provide training and development (5.30)	Design T&D activities (5.08)	Provide training and development (4.79)
2	Develop T&D activities (5.31)	Train the employees (5.13)	Develop organization (5.17)	Evaluate T&D activities (5.03)	Design T&D activities (4.68)
3	Train the employees (5.29)	Develop T&D activities (5.04)	Market T&D activities (5.12)	Provide training and development and train the employees (4.99)	Market T&D activities (4.66)
4	Evaluate T&D activities (4.98)	Market T&D activities (5.01)	Develop T&D activities (5.11)	Develop T&D activities (4.94)	Facilitate T&D activities (4.62)
5	Analyze T&D needs (4.92)	Develop organization (4.94)	Train the employees (5.06)	Develop organization (4.92)	Develop organization (4.42)
6	Design T&D activities (4.88)	Evaluate T&D activities (4.87)	Design T&D activities (5.04)	Facilitate T&D activities (4.84)	Analyze T&D needs (4.40)
7	Facilitate T&D activities (4.82)	Analyze T&D needs (4.83)	Analyze T&D needs (4.96)	Provide career development (4.79)	Provide career development (4.35)
8	Develop organization (4.80)	Provide career development (4.78)	Provide career development (4.88)	Analyze T&D needs (4.70)	Train the employees (4.31)
9	Market T&D activities (4.73)	Facilitate T&D activities (4.77)	Develop T&D materials (4.78)	Market T&D activities (4.58)	Evaluate T&D activities (4.29)
10	Prepare for future tasks (4.68)	Design T&D activities (4.75)	Evaluate T&D activities (4.74)	Research HRD programs (4.57)	Develop T&D materials (4.26)
11	Develop T&D materials and research HRD programs (4.59)	Develop T&D material (4.64)	Research HRD programs (4.70)	Prepare for future tasks (4.47)	Prepare for future tasks (4.18)
12	Provide career development (4.53)	Prepare for future tasks (4.53)	Facilitate T&D activities (4.57)	Develop T&D materials (4.46)	Research HRD programs (4.17)
13		Research HRD programs (4.38)	Prepare for future tasks (4.47)		Develop T&D activities (4.16)

11

10

Testing the Appropriateness of the Gap Service-Management Model to the HRD function in Organizations

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This study tested the appropriateness of the Gap Service-Management Model, which is an adaptation of the Gap Model widely used in the service quality literature. The Gap Service-Management Model attempted to gauge employee satisfaction with the HRD outcomes based on a series of gaps that occurred during the delivery of an HRD service.

Keywords: Management of HRD function, Service Quality, Internal Service

In general, the literature related to management of HRD has been characterized by three major questions: 1) what are the competencies of those involved in the HRD function? 2) How should the HRD function represent itself to other parts of the organization? 3) What should be the preferred activities of the HRD function? In response to the first question, research has sought to identify the competencies of the various HRD job roles (Eubank, Marshall & O'Driscoll, 1990; Hale, 1991; McLagan, 1983; Rothwell, 1999; Tracey, 1984). Underlying this research is that HRD effectiveness is determined, to a large extent, by the competency of the individuals involved. However, beside HRD staff competencies, there are other relevant variables that influence HRD effectiveness such as inter-functional relationships. To address the second question, Gilley (1998) suggests framing HRD within a general marketing model. Assuming that if clients are more informed about HRD services, they will more likely take advantage of those services. The marketing approach proposes a strategic-marketing planning process tailored to customer needs, which would ultimately improve HRD's credibility and image among the stakeholders. The marketing perspective has helped HRD professionals to switch from a reactive to a proactive mode.

Finally, the third research question relates to the preferred activities of the HRD function, namely performance improvement. The performance improvement approach, based on the writings of Jacobs (1989), Swanson (1995), and Rummler and Brache (1995), among others, asserts that HRD must consider the entire performance environment and aim at achieving specific performance requirements. Furthermore, this stream of research emphasizes partnerships with internal functions for a measurable performance improvement as the end-result of the HRD intervention (Swanson & Holton, 1999; Brinkerhoff & Gill, 1994). The performance approach, by far, has made the greatest contribution to the field by pressing HRD managers for measurable outcomes.

Problem Statement

Although each of the three perspectives has done much to advance the field of HRD, it is suggested that a more integrated approach may be required to improve the management of HRD functions in organizations. Given the recent emphasis on meeting customers' needs in regards to other organizational functions, the relationship between the HRD function and its internal customers as well as a way of assessing satisfaction with HRD outcomes need to be further scrutinized. HRD as an internal business function has customers, referred to as constituents or clients, who are users of its services and products.

If HRD functions are to continue to help improve the performance of their customers and if the present literature on managing HRD functions does not give clear guidelines on how HRD as an internal service provider can facilitate its relationship with its customers, then more needs to be known. Unfortunately, no service quality models specifically focus on the HRD function and its effectiveness, suggesting that an existing model, such as the gap model, might be adapted for use in this instance.

Theoretical Framework

The service quality literature has contributed to the understanding of an organization's relationship with its customers. Strengthening relationships with internal customers improves relations with external customers (Heskett, 1987). The satisfaction of external customers with a firm's product or service is the outcome of excellent teamwork and close, cooperative relationships among internal units in the organization (Bfau, Detzel, & Geller, 1991). In general, the service quality literature proposes the integration of operations, marketing, and human resources to better serve the customer (Collier, 1994). Similarly, in the context of this study, the three perspectives of competency, marketing and performance improvement can be integrated into one framework conceptualized by the service quality paradigm.

Although several models of service quality are available in the literature (Bitner, 1992; Gronroos, 1984; Lewis, 1989), the gap model has emerged as being especially influential (Parasuraman, Zeithaml & Berry, 1985, 1988, 1991). The gap model, originating from consumer behavior research, seeks to understand service recipients' expectations and compare those expectations with their perceptions of the service experience. The closer the actual performance comes to expectations, the smaller the discrepancy (gap) between perceptions and expectations, and the greater the satisfaction of the customer (Kittenger & Lee, 1994). Figure 1 presents the theoretical framework for the study, demonstrating the location of the various gaps of interest.
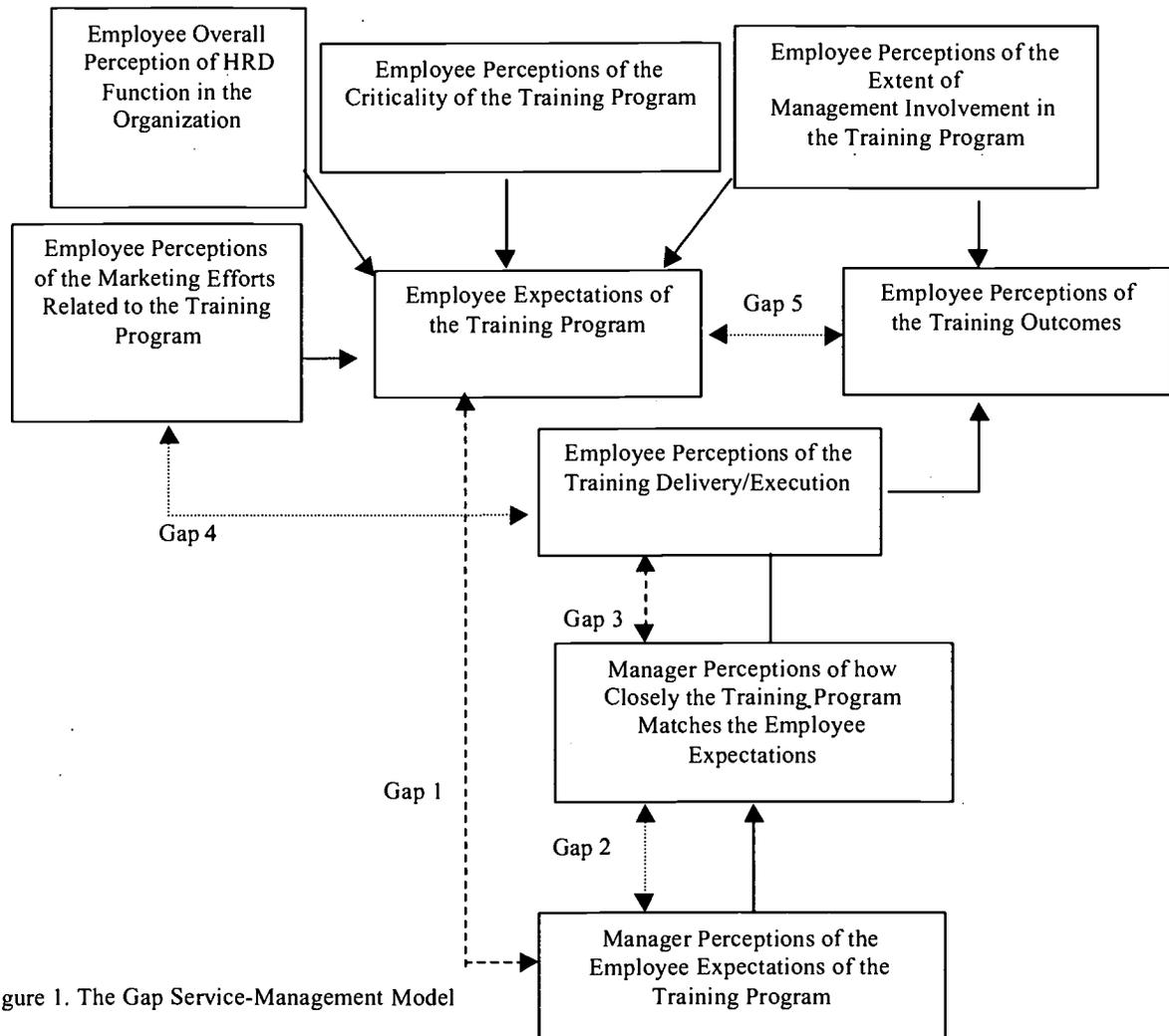
Figure 1. The Gap Service-Management Model

The model operationalizes customer satisfaction by a series of gaps that may occur during the planning and delivery of the service. Again, in the context of this study, the training service is selected as an example of the HRD function in organizations. One particular training program serves as a proxy for all the HRD activities in the organization.

Research Questions

The following were the research questions addressed in the study:

1) Is there a significant difference between employee expectations of the training outcomes and employee perceptions of training outcomes? In other words, is the employee satisfied with the training outcomes?

2) To what extent is the change in employee satisfaction with the training outcomes (Gap 5) explained by a series of gaps that may occur in the training process (Gaps 1-4)? In other words, to what extent is the change in employee satisfaction with training outcomes explained by a series of perceptual gaps?

Methodology

The design of this study was an ex post facto design. The target population for this study was the employees who were trained in a specific corporate-wide training program of a large service company in the Midwest. Mail surveys from both managers and their employees were used as means of collecting data. A manager, in order to be included in the sample, had to have a title of director or below and had to have managed at least four people whom he or she had trained in Performance Management Process (PMP) training program. PMP was a corporate-wide training program aimed at facilitating the transformation of the organization's culture to a high-performance culture. PMP, when properly implemented, would result in aligning employees' individual objectives with those of the unit and ultimately the corporation. The outcome of PMP training had a direct impact on employee's pay.

Four employees per manager, identified from the organizational chart, were randomly selected. The data for both subsidiaries were combined since no significant difference was found among the variables in question between the two subsidiaries. A pair of 21 managers and their employees' response was used for the gap analysis since the rest of the respondents' data could not be matched. Each of the five gaps were measured by finding the difference among the scores of parallel statements in the scales representing those constructs which were proposed to cause gaps in the training process. The gaps were then compared using a paired t-test. Once the gaps were identified, then a multiple regression analysis was conducted to test the proposed hypotheses.

The instruments were developed after a thorough review of the internal service, professional service and training literature. The instruments went through several lengthy revisions by scholars as well as practitioners from the sponsoring organization as well as outside the organization. Some changes were then incorporated to both instruments based on the results of the pilot study prior to mass mailing of the surveys. The data collected on seven-point scales with 1 for "strongly agree" to 7 for "strongly disagree". The Cronbach's alphas for the manager survey were .95 and .96 whereas the Cronbach's alpha for the employee survey ranged from .88 to .98.

Another measure of internal consistency was the results of the factor analysis for both instruments. Each scale within each instrument was factor analyzed individually to ensure that the scale represented one underlying concept. The results showed that each scale loaded on one single factor. Additionally, the entire survey of the manager was factor analyzed and showed two distinct loading based on the two constructs representing the manager survey. Only one item showed a low loading with its own scale and a high loading with the other scale. The employee survey was also factor analyzed in its entirety and showed seven distinct factors with high loadings in each respective construct, except for one item, which demonstrated about equal loading on several factors. Since the deletion of the items in the manager and the employee surveys did not make sense conceptually, the items were kept intact.

Results and Discussions

The following are the results of the study based on the two research questions presented.

1. *Employee expectations of the training and employee perceptions of training outcomes.* The results showed a service quality gap (a negative Gap 5 score) due to the discrepancy between employee

expectations of the training program and employee perceptions of the program's outcomes ($t = -4.12$, p <.05).

Gap 5 is defined as the discrepancy between employee expectations and employee perception of training outcomes (Employee Expectations – Employee Perceptions). In essence Gap 5 is the indicator for employee satisfaction or lack of it from a training outcome. In the context of this study, a positive Gap 5 score would imply that employees are dissatisfied with the training outcomes because they did not receive what they expected. Similarly, a Gap 5 score of zero would mean that employee expectations were just met. A negative Gap 5 score means that the employee received more than what was expected and is therefore more than satisfied with the outcomes (delighted). In this study the average Gap 5 score was slightly negative (-.74); employees were therefore slightly satisfied with the PMP training outcomes.

2. *Employee satisfaction with the training program as explained by the gaps that may occur in the training process.* The results showed that the marketing information gap (Gap 1) was positively related to employee satisfaction, whereas the standard of service (Gap 2) and service performance (Gap 3) gaps were inversely related to employee satisfaction with the training outcomes. Gap 4 had no significant relation to Gap 5. The service performance gap had the largest impact on employee satisfaction of training outcomes ($R^2 = .54$, F = 5.61, p < .05).

This finding suggests that a larger marketing information gap (Gap 1) (over-anticipating employee expectations) results in higher customer satisfaction (negative Gap 5 score). Gap 1 is defined as the discrepancy between manager perceptions of employee expectations and the employees' expectations of the training program. Employee expectation is the common factor between the two gaps and the only one that influences the relationship between the two because manager perceptions of employee expectations are not related to employee perceptions of training outcomes. Higher employee expectations will result in a smaller marketing information gap (Gap 1), which in turn will result in a higher (more positive) score for Gap 5, thus the negative relationship between Gap 1 and Gap 5.

A point to highlight is that the results of the gap analysis held true for the ranges of gaps in this study. If Gap 1 becomes too large, it does not necessarily result in greater employee satisfaction. Too large of a discrepancy between manager perceptions of employee expectations and employee expectations of the program would probably mean a complete misunderstanding of employee expectations. A misunderstanding of employee expectations would inevitably result in inadequate operationalization and execution of the HRD function.

On the other hand, when the service standard gap (Gap 2) and service performance gap (Gap 3) scores increased, so did the score for Gap 5. Gap 2 reflects the discrepancy between manager perceptions of employee expectations and how well the training program was operationalized. As Gap 2 increases, the implication is that the score representing manager perceptions of employee expectations was higher than the score representing how well the training was operationalized. In other words, the manager operationalized the training program to be below employee expectations, but not low enough to be significant in terms of the t-test results. Any perceptions below expectations will result in employee dissatisfaction (a positive Gap 5 score).

It is interesting to note that Gap 3 had the most impact on the variation in employee perceptions of training outcomes. This is in support of the literature in service quality (Bitner, 1992; Bitran & Lojo, 1993; Gronroos, 1984, 1985). When a customer comes into contact with a service provider (moment of truth), the customer does not see, nor does the customer care to know, the planning and coordination behind the scenes. What the customer experiences and cares for is the quality of service as delivered at that moment, notwithstanding that the quality of service is a product of the planning and coordination of many behind-the-scene elements in the service process.

Contribution to HRD

HRD managers will benefit from knowing that employee expectations of the HRD services they are about to receive have a direct impact on their perceptions of HRD outcomes. Additionally, this study determined empirically that the better the HRD professionals help managers understand their clients' expectations, the better they can help managers to select training specifications to meet those needs. HRD professionals should not only assess and operationalize employee needs; they should also pay a great deal of attention to the execution and transfer of training to trainees' job.

The instruments developed for this study can be used as diagnostic tools. By knowing potential failure points, HRD professionals can take a more proactive stance and alleviate any potential for failure. After implementing a training program in one area and identifying gaps therein, HRD practitioners can eliminate or minimize the gaps via a revised training program. The instruments can then be used again to assess whether or not

the fine-tuning of the program resulted in greater employee satisfaction with the outcomes. For instance, Brinkerhoff and Gill suggest that the new training paradigm should introduce the role of a training leader, different from a training manager. The training leader in highly effective training (HET) approach is to use his or her expertise to assist management in achieving maximum possible return for the investment (Brinkerhoff & Gill, 1994). A critical function of the training leader involves consulting with line managers and other stakeholders on training needs and expectations as opposed to merely designing and delivering a specific learning intervention. By using the Gap Service-Management instruments, the training leader will not only find out how well the training goals were operationalized and added value to the organization (the "what" of the service), but he or she will also find out how the design of the instructional activities and delivery worked out (the "how ":of the service). In other words, this model will give the leader the capability to find out that succinctly where the failure points were and how they began. Additionally, the instruments can reveal which pair of manager/employee has consistently scored high satisfaction so that they can be used as role models.

At this point, it is appropriate to address the limitations of this study for future research. The findings of this study are based on the data from two subsidiaries of a large service organization, and while representativeness of a sample is not a critical concern in theory testing, the generalizability of the results becomes critical when one attempts to draw practical implications. To further validate the instruments and improve the generalizability of such studies, HRD scholars should apply the instruments in different settings; that is, in different organizations and with different training programs and/or different HRD interventions.

It is also important to realize the inherent weakness of an ex post facto research design in which causal relationships cannot be established. Additionally there is a probability of the single method bias associated with the use of only one method of data collection. Observation of and interviews with respondents can supplement the quantitative component of the study. It is important to note also that, as is the case in other service quality studies, employees were asked about their expectations after their participation in the training program (Babakus, 1992; Chang, 1998; Parasuraman et al., 1988, 1991; Teas, 1994). Ideally, expectations should be assessed prior to the service delivery so that the service experience would not contaminate reports of expectations. Although the proponents of the gap analysis argue that service recipients of frequently used services have already established certain expectations because of extensive experience with that service; consequently, even the experience of overall satisfaction may in reality be based upon a series of previous perceptions and impressions, not just the last service as much as the researchers attempted to isolate the PMP experience (Prakash, 1984).

Another limitation was learning was assessed by the trainees without input from managers. However, managers did report their overall satisfaction with the PMP training outcomes. Future studies should assess stakeholder satisfaction with both organizational performance results as well as learning results given adequate lapse time between training and its transfer to employees' job.

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A Study of HRD Concepts, Structure of HRD Departments and HRD Practices in India

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This paper examines the current status of structuring of the HRD function and HRD subsystems in India against locally evolved "Integrated HRD Systems" framework by Pareek and Rao. Data from HRD audits of eight Indian organizations indicated that HRD function is not well structured, is inadequately differentiated, poorly staffed and fails to meet the requirements of this framework. The paper points out the pre-requisites for success of other HRD frameworks in India.

Keywords: HRD Function , HRD Systems, HRD Structure

The Human Resource Development as a Function has evolved in India very indigenously from the year 1975 when Larsen & Toubro Company conceptualized HRD as an integrated system and decided to separate it from Personnel. Since then, in the last 25 years most organizations have started new HR Departments or redesignated their Personnel and other departments as HRD Departments. Today there are high expectations from HRD. Good HRD requires well structured function and appropriately identified HRD systems, and competent staff to implement and facilitate the change process. This paper attempts to:

1.   Examine the way the HRD function is structured in the Indian corporate sector,
2.   Highlight the current HRD practices in India in relation to various HRD systems,
3.   Examine the extent to which the HRD implementation meets the criteria of the Integrated HRD Systems approach of Pareek and Rao, and using this analysis, comment on the pre-requisites for the success of other recent HRD frameworks for Asian countries

Theoretical Frameworks of HRD

Pareek and Rao's Framework

In 1975 Larsen & Toubro a prominent Engineering Company in India had appointed two consultants from the Indian Institute of Management, Ahmedabad to study the performance appraisal system and make recommendations for improving it. The two consultants (Pareek and Rao, 1975) studied the system through interviews etc, and suggested a new system. Pareek and Rao (1975) recommended that "... Performance Appraisal, Potential Appraisal, Feedback and Counseling, Career Development and Career Planning and Training and Development get distinct attention as unique parts of an integrated system which we call the Human Resources Development System" (see Pareek and Rao, 1998 page 24). This system was proposed as a separate system with strong linkages with Personnel (Human Resources) system. Pareek and Rao (1977) in their second report of the Human Resources system in L&T recommended that the personnel function be viewed as Human Resources Function (HRF) and suggested a trifurcated function: Personnel Administration, HRD and Worker Affairs. Adding Organization development also to the HRD Function, the consultants recommended that..." Since OD is being added now, it is necessary to strengthen that part of HRD. We therefore recommend that the company may appoint a Manager OD with two officers to do a lot of research work which will soon start.' (Page 139).

The consultants differentiated the HRD from other components of HRF and also integrated structurally and system-wise. Structurally the HRD is to be a subsystem of HRD and integration of this with the other two subsystems (Personnel Administration and Worker Affairs) to be done by the Director level person (for example Vice-President Personnel & HRD), through task forces and sub-system linkages. Inter system linkages were outlined between various HRD subsystems to have an integrated system. Pareek and Rao also outlined a philosophy for the new HR system. They outlined 14 principles to be kept in mind in designing the HRD System. These principles deal with both the purpose of HRD systems and the process of their implementation. Some of these principles include:

1. HRD systems should help the company to increase enabling capabilities. The capabilities outlined in their report include: development of human resources in all aspects, organizational health, improvements in problem solving capabilities, diagnostic skills, capabilities to support all the other systems in the company, etc.
2. HRD systems should help individuals to recognize their potential and help them to contribute their best towards the various organizational roles they are expected to perform;
3. HRD systems should help maximize individual autonomy through increased responsibility;
4. HRD systems should facilitate decentralization through delegation and shared responsibility;
5. HRD systems should facilitate participative decision making
6. HRD system should attempt to balance the current organizational culture with changing culture;
7. There should be a continuous review and renewal of the function.

In sum the Integrated HRD systems approach of Pareek and Rao (1975) has the following elements: (i) A separate and differentiated HRD department with full time HRD staff. (ii) Six HRD subsystems including OD, (iii) Interlinkages between the various subsystems, (iv) designed with 14 principles in mind, and (v) linked to other subsystems of Human Resource Function. After L&T accepted these recommendations in full and started implementing the State Bank of India the single largest Indian Bank and its Associates have decided to use the Integrated HRD systems approach and decided to create new HRD Department. Since then, by mid eighties a large number of organizations in India have established HRD Departments.

Other Frameworks of HR

As HRD came to prominence in the last decade, other frameworks and models came into existence. Some of these are briefly reviewed here.

The Strategic HR Framework Approach. This framework formulated by Ulrich and Lake (1990) aims to leverage and/or align HR practices to build critical organizational capabilities that enable an organization to achieve its goals. This framework offers specific tools and paths to identify how a firm can leverage its HR practices. Business strategy, organizational capabilities and HR practices are the three important elements in this framework.

The Integrative Framework. The integrative framework offered by Yeung and Berman (1997) identifies three paths through which HR practices can contribute to business performance: (1) by building organizational capabilities; (2) by improving employee satisfaction; and (3) by shaping customer and share holder satisfaction. Yeung and Berman (1997) argued for dynamic changes in HR measures to refocus the priorities and resources of the HR function. They argued that HR measures should be business driven rather than HR driven; impact driven rather than activity driven; forward looking and innovative rather than backward looking; and instead of focusing on individual HR practices should focus on the entire HR system, taking into account synergies existing among all HR practices.

Human Capital Appraisal Approach. This approach outlined by Friedman et al (1998) of Arthur Anderson consulting company is based on the belief that there are five stages in the management of human capital: clarification stage, assessment stage, design stage, implementation stage and monitoring stage. There are five areas of human capital management: Recruitment, retention and retirement; Rewards and performance management; career development, succession planning and training; organizational structure, and human capital enablers. A 5 X 5 matrix using these five stages and five areas could be used to evaluate and manage the human capital well. For example in the clarification stage the managers examine their human capital programs to fit into their strategy and overall culture. They may also examine each of the areas to fit into the strategy etc.

HRD Score Card Approach. A recent approach formulated by Rao (1999) envisages that HR interventions in order to make the right business impact should be mature in terms of the HRD Systems, Competencies, Culture (including styles) and business linkages. The maturity level and the appropriateness of each of the subsystems of HR, the appropriateness of the HR structures and the level of competencies of HR staff, line managers, top management etc.; the HRD culture (defined in terms of Openness, Collaboration, Trust, Autonomy, Proaction, Authenticity, Confrontation and Experimentation) and the congruence of the top management and HR staff styles with HRD culture, and the extent to which all the systems and practices result in employee satisfaction and customer satisfaction etc. are assessed through a well formulated HRD audit.

PCMM Approach. Curtis and team (Curtis et. al 1995) developed this approach for software organizations. The People Capability Maturity Model (P-CMM) aims at providing guidance on how to improve the ability of software organizations to attract, develop, motivate, organize and retain the talent needed to steadily improve their software development capability. A fundamental premise of the maturity framework is that a practice cannot be

improved if it cannot be repeated. In an organization's least mature state, systematic and repeated performance of practices is sporadic. The P-CMM describes an evolutionary improvement path from an *ad hoc one*. Inconsistently performed practices, to a continuously mature, disciplined, and continuously improving development of the knowledge, skills, and motivation of the work force. The P-CMM includes practices such as work environment, communication, staffing, managing performance, training, compensation, competency development, career development, team building, and culture development. The P-CMM is based on the assumptions that organizations establish and improve their people management practices progress through the following five stages of maturity: initial, repeatable, defined, managed, and optimizing. Each of the maturity levels comprises of several Key Process Areas (KPAs) that identify clusters of related workforce practices. When performed collectively, the practices of a key process area achieve a set of goals considered important for enhancing work force capability.

The integrated systems approach of Pareek and Rao envisaged a separate HRD department for effective designing and implementation of HRD systems. It envisaged strategy as a starting point (as in Ulrich and Lake, 1990); and therefore focused on all the systems to achieve business goals and employee satisfaction. It aimed at synergy (like in the integrated approach of Yeung and Berman), proposed the phased evolution of HRD function (like PCMM approach) and included most of the elements of the Human Capital approach. While each of the latter models have brought to focus one or the other most neglected dimensions that could be good pointers for not getting the best out of HR, the essence is very similar to Pareek and Rao's approach. If the locally developed frameworks are not implemented well for reasons not associated with the framework but those associated with lack of understanding and seriousness, it may be presumed that advanced frameworks are even more difficult to adopt and get results. It is with this view that an attempt is made to assess the current status of HRD structures and practices in Indian Industry.

Methodology and Limitations

In order to examine the structure of HRD function and implementation of various HRD subsystems, eight of the fifty organizations who participated in HRD Audit conducted by the authors were chosen. These were chosen to represent a variety of Indian corporates. The eight organizations cover: financial services, consumer products, electronics, cement, tyres and automobiles.

The HRD Audit methodology involves an evaluation of the HRD structure, systems, processes, competencies, and culture by a team of experts. The methodology used for HRD includes: (i) questionnaire study of HRD systems and processes; (ii) individual and group interviews with HRD staff, top management, line managers and other stakeholders to ascertain their perceptions of the HR systems, and processes and outline the gaps; (iii) study of various documents relating to HRD systems; (iv) observation of the work culture, training in operation etc.; and (v) analysis of secondary data. The detailed methodology used in HRD audit is described in detail by Rao (1999). The observations reported in this study are drawn from the experiences of the authors of visiting these organizations for HRD audit and discussions with HR Managers, line managers and other employees. The HRD audit provides a lot of data which are not included here. The eight organizations are described subsequently. The observations for this paper are drawn from these eight organizations. The common part of these organizations is that they all sought an audit of their HRD by external consultants. This itself is a progressive step. To the extent this sample constitutes such organizations the sample is a biased sample. The authors however feel that these organizations are representative of the Indian corporate sector.

Results and Findings

Structure of the HRD Function

The structure of HRD function in the eight organizations is briefly described below
1. Venture Finance Company (VFC): VFC is a professionally managed venture finance company, which enjoys both national and international patronage. It has provided managerial and financial support to over 45 companies. The total manpower currently is 34 out of which 26 are managerial cadre the remaining are clerical support staff. This is the smallest of the organizations studied. VFC does not have a separate department for HRD. Currently there is one executive who looks after HRD and one deputy manager personnel and administrative matters.
2. Consumer Products Company (CPC): This CPC is in consumer products. Talent recruitment, retention and excitement are the focus in HR. Company aims at fully establishing itself as an FMCG company. E-commerce, E-initiatives, diversification are some future possible areas of work. Total no of employees is about 800. Corporate

personnel is headed by a President- HR (who also looks after an SBU besides all HR activities). There are 3 Deputy General managers (personnel administration, TQM, and health services), 1 manager estates, recruitment, and other HR issues, 1 civil manager, 2 assistant managers (payroll and training and performance management), 1 executive (recruitment, 360 feedback and other matters), 1 senior officer (secretary to President & compensation manager) and 1 officer (administrative support in training, resignations, exit interviews, transfer etc). The Human Resources Function in this company is highly differentiated. The President- HR integrates it at the top level. There is no strong departmentation but specialization at individual level and a high degree of flexibility. The Managers in-charge of appraisals and training devote their full attention to these functions. OD, Career Planning, Potential appraisal are not focused at present. TQM and Feedback and Counseling are well integrated into the other systems.

3. *Multinational Electronics Manufacturing Company (MEMC):* MEMC is a world's leading supplier of electrical and electronic connectors and inter-connection systems. Headquartered in the USA, MEMC has about 46,000 employees all over the world. It is a world-class technology leader and is frequently named as one of the top 50 patent-holding corporations in the world. Total no of employees in this company at the time of this study were about 600. The HR department had 6 employees, 1 Manager, 1 Asst. Manager, 1 Senior Executive, 1 Officer, 1 Junior Officer, and 1 receptionist. The Head of HR integrates HRD function with the other HR Systems. While there are no separate departments, there are individual's in-charge of different HR systems.

4. *Tyre Manufacturing Company (TMC):* This TMC's market share is considered to be one of the top in the tyre industry in India. Total no of employees in one of its plants studied is about 1400. The HR department has 21 employees, who look after personnel, safety, time, office, welfare etc. There is no HRD department separately. It is not a differentiated function. After the HRD audit the company decided to establish a separate HRD unit and integrate it with the personnel function at the plant level. At the top level in the corporate office there is a high concern for competence building to meet changing needs of the industry.

5. *Indian Multinational Company (IMC):* This company is owned by an Indian Business House and is located in another country. It is a manufacturing unit and employs a few Indians. It is the best rated company in the country where it is located. It is the first to get ISO - 14001 and QS-9000 accreditation. 85% of its products are exported to about 30 countries (like UK, France, Spain, Italy, Israel, Etc) and most of its customers across the world consider it to be highly quality conscious and customer driven. It plans to double its production in the next five years. It intends to do so with an addition of less than 20% to its manpower. It had about 300 local employees and about 40 Indian Managers. The HR Department had a total of 31 staff of which there is 1 Deputy General Manager heading the functions; 3 officers ach looking after training, personnel matters and safety. Of the remaining 9 are drivers, 2 receptionists, 4 safety technicians, 2 agricultural engineers; 1 nurse and other miscellaneous staff.

6. *Automobile Manufacturing Company (AMC):* This company envisions itself to be a world class organization in the next few years. Competition is on increase with the entry of multinationals and JVs. Total no of staff at managerial levels were over 1,700 technical and non-technical personnel. HRD staff consisted of 16 members. 6 had an engineering background, which gives them a technical advantage in the business of the company. Of them only two looked after Training and development and the rest looked after other HR functions including recruitment, induction etc.

7. *Cement Manufacturing Units (CMUs) :* CMU -1 had a total of 154 staff and officers and 130 workmen. Of the 154 staff 27 are in Senior Managerial Cadre, 69 are Supervisors and Officers and 58 are Assistants. 77 of the 130 workers are skilled. A Deputy General manager Personnel & HRD who integrates both the functions manages the HR function. A manager and an officer assist him.

CMU-2 is a market leader and is expected to be the largest single location manufacturing plant when its plans are achieved. The plant had employee strength of 450 workmen and 782 Officers. The officers include those of Marketing .There were 10 members in Personnel and HR department and 17 in welfare department.

Structuring of HRD

The above description of the HR function indicates that the HR Departments in Indian organizations (including one multinational located in India and one Indian company located in another country) do not have well differentiated structures appropriate for HRD. They have well differentiated roles in Personnel but not in HRD. When it comes to HRD it seems that they structure the role in such a way that it is even mixed up with other personnel functions. As the structures are mixed and convenience based, the HRD activities also get mixed attention and are often convenience based. As a result various sub-systems of HRD do not get the attention they deserve.

Following the structuring suggestions by Pareek and Rao there should be separate functionaries available for handling Performance appraisal, Feedback and Counseling, Potential Appraisal and Development, OD, Training and Career Planning and Development. The HRD function is also very inadequately represented. On an average

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while there is one Personnel staff to look·after the personnel management needs of every 100 employees. There is less than one full time person to look after the HRD needs of every 1,000 employees. This can be considered as very inadequate. Even those who are there are not well qualified in terms of learning methodology, human development and such other technical skills required to handle the competency building, commit building and culture building functions of HRD.

It may be concluded that the HRD Function in India is not appropriately structured in the country where the World's first dedicated HRD department was started. The structures do not follow the principles envisaged by Pareek and Rao and are not differentiated as outlined by them. Indian organizations seem to have played only lip sympathy to HRD. More than 50% of the organizations do not even have a full time dedicated HRD Facilitator. Where there is one he is loaded with recruitment, salary administration and such other roles which are not development roles.

Highlights of the HRD Practices of the eight companies:

The HRD practices of the eight companies are presented in Table1 below.

Table 1: Summary of Highlights of the HR Structure and Systems Used in 8 Companies as in the Year 2000

HRD DIMENSION		VFC	CPC	TMC	MEMC	IMC	CMU-1	CMU-2	AMC
STRUCTURE		Single person Department covering HRD as a part of Personnel and Administration. Reports to CEO	Top-level President Corporate Personnel Function integrating HRD into it. Separate Managers allocated to HRD. Similar to L&T model	No separate HRD Function. HRD activities are part of Personnel & Industrial Relations. HRD Audit recommended separate identity	Top-level person in-charge of HR and HRD Integrates HR and HRD function. No separate HRD Managers. Chief spends time on HRD and pays special attention.	No separate HRD. Personnel function looks after personnel administration. Training looked after by a separate functionary. After HRD Audit special attention being given to HRD	No separate HRD. HR integrated into HR Function, which handles HR Administration matters	No separate HRD Department. Personnel and welfare oriented. HRD is mainly in terms of Appraisal and Training.	There is a separate HRD. Personnel function is separate and focuses on worker welfare and administration.
PERFORMANCE APPRAISAL		Trait based appraisal Open Changed to KPA based with quarterly performance review discussion after HRD Audit	Balance Score card framework based KRAs identified Qualities used 360 Degree feedback used for top management	Employee Development Review having goal setting and Behavioral attributes assessment; done annually	PBR Performance for Business Results, open system linked to business goals, annual system only	Open system with self appraisal promoting open discussion with superior; trait based only, KPA & KRA's absent; done annually	Annually done; Comprehensive & development oriented appraisal system, inclusive of Self appraisal, goals and accomplish-ments, personal attributes, team appraisal and appraisal of effort put i for subordinate's development	Development Review Process initiated in 1994 focusing on Job Goals, Personal Traits and Personality, includes joint appraisal on some issues only	Annual Performance Review system, not perceived to be very transparent and open
POTENTIAL APPRAISAL		No potential appraisal	No potential appraisal system	No potential appraisal system	No potential appraisal system	No potential appraisal system	Mention in Performanc appraisal through recommendations for potential development	Mention in appraisal system, not focused on or given required attention to	Not Currently being introduced, succession planning present in some divisions

HRD DIMENSION	VFC	CPC	TMC	MEMC	IMC	CMU-1	CMU-2	AMC
FEEDBACK AND COUNSELING	Performance counseling and feedback is done twice in the year and includes the appraisal exercise	No system providing feedback or counseling exist	Performance Review Development at start of appraisal only, counseling absent	Weak system of feedback giving, no counseling	Weak system of feedback giving at start of appraisal; counseling absent	Limited to appraisal feedback only; performance counseling non-existent	Performance Feedback given during Review sessions, Counseling weak	Zilch Quarterly Feedback being introduced after the audit
CAREER PLANNING AND DEVELOPMENT	No career planning	No career planning in organization, career development encouraged through training only	Zilch	Policy of Career & succession Planning is documented	Zilch	Exists in form of "Reserve Pools", but is limited to highest two positions in departments only	Zilch – no system exists	Zilch
TRAINING AND DEVELOPMENT	T & D is an area of high focus and importance, post training presentations and reports are mandatory, library of same is maintained	Continuous throughout the year, also as part of TQM, training needs identified, calendar prepared, internal faculty identified and developed, post training feedback monitored	Systematic T&D needs identification done annually for Functional, Behavioral & Managerial skills	Employee Training and Development Management Committee identifies T&D needs quarterly and continuously facilitates them Training Calendar	Continuous through Total Productivity Management for technical skills, post training presentations and reports, no scientific identification of training needs	Training and Development needs identified through various sources and means, training calendar prepared for the year and communicated to all, systematically done and is continuous in the organization	Continuous activity, individual department for T&D, training calendar made every year, training needs identified through brainstorming and interdisciplinary meetings	Technical training is highly emphasized, continuous activity, main focus on competency building, high support from top management, post training data collection is weak
ORGANIZATIONAL DEVELOPMENT	Weak	Employee satisfaction surveys, Climate diagnosis, manpower studies benchmarking, market surveys, action research, Kaizens, Small group activities etc.		Culture Building: Annual Day, Sports		Sporadic and not given adequate focus in the organization	Managerial Grid & Effectiveness programs conducted along with periodic diagnostic surveys	A number of cultural change initiatives are being introduced

From the table the following trends may be observed in terms of the HRD practices:

- Most organizations seem to have well developed performance management systems or are in the process of having the same. The performance management systems of all these organizations seem to be development oriented. This is more in that organization where there is separate HRD department or there is high emphasis on HRD.
- Feedback and Counseling is the second system most seem to follow. However this is integrated into the performance appraisal and hence diluted. The Feedback and review discussions are conducted more as a formality than with a high development orientation.
- There is no potential appraisal as a separate system in any of these companies. It is there as a part of the performance appraisal in a few of these. Only one of the organizations is planning to use Assessment centres.
- 360 Degree Feedback is being tried out in six of the eight organizations either as part of corporate initiative or on their own initiative.

- Employee satisfaction surveys, TQM interventions, Total Productivity Management, Team Building workshops, Visioning exercises, Train the trainer programs etc. are some of the OD interventions being used by these organizations. However there is very little of in-house competencies in OD. OD interventions are largely outsourced. HRD Departments are not yet being developed as internal change agents or OD facilitators.
- Training and development is well developed and well managed in these organizations. Internal Faculty has been developed in most of these organizations. Those organizations covered under ISO certification programs have given a systematic and high emphasis to training and development activities. They are still to graduate from Training and Development orientation to creation of a learning environment.

Extent to which Integrated Systems Approach is being followed in Implementing HRD

Table 2 presents a summary evaluation of the extent to which Pareek and Rao's Integrated System Approach is followed in these eight organizations. The observations are derived from various audits.

Table 2: Extent to which Elements of Pareek and Rao's (1975) Integrated Systems Approach is Followed

Element	Extent to which followed
➤ A differentiated structure with separate HRD Department and full-time staff.	➤ None of the organization have differentiated HRD structures. Less than 50% have full time HR staff
➤ Six subsystems of HRD	➤ Only two or three are implemented well. Potential apprialsa, career planning and OD are weak.
➤ Interlinkages between subsystems	➤ Only performance Appraisal is linked to training and full potential of Performance appraisal is not used.
➤ Designed with 14 principles in focus	➤ The Principles are not used though occasionally some components figure out in terms of value
➤ Linked to other systems of HRF	➤ This is done by default as HRD doesn't have a separate identity.

It is clear that from this table, that 25 years after the integrated HRD systems approach was made available in India, there is very poor implementation of the same. The approach is very simple, and locally evolved + with the help of Indian Managers. It is not well implemented in the experience of the authors due to (a) lack of understanding and appreciation of the top management the significance of HRD and its linkages to business, (b) lack of competent HRD staff, (c) lack of professional preparation of HRD staff, and (d) inadequate understanding HRD conceptualizations and frameworks. The recent HRD frameworks are conceptually more heavy, culturally not very sensitive to Asian cultures and are more sophisticated in terms of larger number of variables they cover and linkages needed. The use of these frameworks and models to Asian organizations is doubtful unless implementation problems like the one mentioned above are taken care of.

Conclusions and Recommendations

This survey indicates that the HRD function is not well structured as envisaged in mid seventies. The function seems to be a lot more convenience driven rather than systems driven. It does not have all the systems ideally it should have as envisaged in the seventies. The systems are not well integrated. The integration mechanisms are stronger but the specialization does not get the attention it deserves. The structures and competencies are not fully in tune with the Integrated HRD systems model offered by Pareek and Rao. The HRD subsystems however have evolved and matured to a substantial degree, specially the Performance Management System, and Training and Development system. OD and Feedback and Counseling are in the next level of maturity. Potential appraisal, and career Planning and development are the least developed and used subsystems. The HRD Departments need to have professionally trained and competent staff. If they have to make an impact they should enhance the maturity levels of all the above subsystems. These subsystems have a lot of potential for giving competitive advantage through the development of employees and their competencies.

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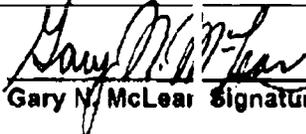
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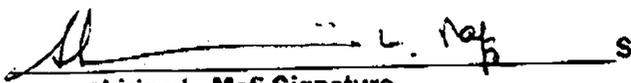
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