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Human Resource Development - An Introduction
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Preface:

HRD is an assistant framework for employees to develop personal and organizational skills and knowledge to progress in their capacities, abilities and personal, professional and psychological development.

Within human resources development the opportunities for staff training, career development of employees, performance management and development, training and guidance, and psychological and emotional support, can be increased.

The definition of human resource development as a theory is a framework of the expansion of human capital within organizations through organizational and individual development.

Adam Smith, the founder of the social economy science stated that: “the capacity of individuals depends on how to acquire education”. Thus, education and learning capacity is the base upon which we can develop training programs for enhancing skills of the individuals help in managing a commensurate between individual’s tasks and responsibilities from one side and organizational goals from the other side. The task of HRD is to retain individuals well through better treatment and this last is the modern concept of HRD which will be more discussed in coming chapters.

Human resource development in the intensive meaning is an integrated use of training in the organization and career development to improve the performance of individuals and groups and to increase the organizational effectiveness. Human resources development process improves the core competencies that enable individuals in organizations to perform current and future jobs through the planning of training activities. Human resource development process is used within institutions in order to predict and manage change. Hence, to create the harmony and congruence of the organization and individual needs as an inevitable issue.

Recently, human resource development pays more attention to the development of better segments of the workforce or in other word top performers of individuals, in a way that enables an organization and staff to achieve a very important objective that is represented in better customer service. As employees have commitments toward their personal lives, families, and societies, HRD adopts personal development training and practices that help employees to be more productive and enjoying both work and personal life.
Human resource development practices can be formal as training in classrooms in a college or informal as in case of staff training by direct supervisors or practitioners of human resource development in the organization but it remains important to emphasize that HRD climate and culture and employees treatment instead of training is a crucial issue in current era that is known by intensive competition in business organizations and principally service industries and travel and tourism industry which is one of the most important of such industries unless it is the most important ever.

**Definitions of HRD:**

Human resource development over the last two decades has become one of the fastest and sophisticated administrative areas of development, and in term of the professional role in this area, many advisory organizations have become specialized mainly in HRD and the major organizations have established specialized departments for the development of human resources to train employees on the curriculum and various professional aspects in this field. A number of organizations also worked to take advantage of the boom of human resources development through marketing packages of human development programs for clients who seek to achieve the concrete mark in this area and through the training of staff in intensive programs sought to improve communication or increase productivity through team building.

Hence, development of human resources is intended to increase knowledge, skills and operational capacity of the labor force to be capable of operating in all areas, and that are selected in the light of the different tests conducted with a view to raising the level of productive efficiency to the maximum possible extent.

The comprehensive definition of human resources development can be "every systematic scientific effort that is done in order to maximize utilization of human resources owned by the organization, and elevate the level of knowledge and skills of employees from the current to the target situation and on an ongoing basis". But, there are a lot of economists, thinkers, and philosophers who defined HRD from different aspects to the extent in which we cannot decide exactly what HRD is standing for.

(Nadler, 1970) defined HRD as a “series of organized activities conducted within a specified period of time and designed to make behavioral change”. Some of the particular activities that Nadler concentrated on in this definition are training,
education, and development. He defined training as those activities intended to improve performance in the job, education as those activities directed to improve competencies and development as those activities which help employees to go on the development occurs in the organization.

Prof. T.V.Rao defined HRD from the organizational aspect and his definition can be considered as the national definition of HRD in India. Prof Rao says that HRD is a continuous process:

- Acquire or sharpen capabilities required to perform various functions associated with present and future needs of the job.
- Develop their general capabilities as an individual and enable them to exploit their inner potentials.
- Develop a congenial organizational climate in which dyadic relationship and team collaborations among sub-units are strong and contribute to the professional well-being of employees (Pareek & Rao 1981).

M.N., Khan observes that “HRD is the process of increasing knowledge, skills, capabilities and positive work attitudes and values of all people working at all level in a business undertaking” (Khan, 1987)

(Smith, 1988) identified the aspect of productivity and profit in his definition of HRD, regarding that profit is the central and focused goal for all business and organizations, when he said: “HRD consist of programs and activities; direct and indirect, instructional and/or individual programs and activities that possibly effects the development of the individual and the productivity and profit of the organization”.

(Chalfonsky & Lincoln, 1993) focused on education and defined HRD as: “changing individuals and groups within the organization through education”. In the same context approximately, (McCracken and Wallace, 2000) defined HRD through focusing on education culture and improving education strategies to achieve organization’s strategies. (Gilley & Egglan, 1989) defined HRD in terms of learning and personal and organizational development: “HRD is organized learning activities arranged within an organization to improve performance and personal growth for the purpose of improving the job, the individual and/or the organization”.

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(Bergenhenegouwen, 1990) provided a definition of HRD indicating the importance of training in achieving the objectives of the undertaking organization through improving knowledge and skills of employees as “HRD can be described as training members of an organization in such a way that they have the knowledge and skills needed within the context of objectives of the organization”.

(Chalofsky, 1992) did not go far away, but he focused on practices and applications and how to increase learning capacity through the practice to achieve goals of human and organizational growth “HRD is the study and practice of increasing learning capacities of individuals, groups, and organizations through the development and application of learning –based interventions for the purpose of optimizing human and organizational growth and effectiveness”.

(Horwitz et al, 1996) defined HRD as processes in which citizens can get the suitable knowledge and skills that enable them to perform/play their roles in both jobs and society when he stated: “HRD is concerned with the processes whereby the citizen of nation acquire the knowledge and skills and other social, cultural, intellectual, and political roles in a society”.

The definition provided by (Swanson & Holton, 2001) is appreciated as the western definition of HRD that defines HRD as “a process for developing and unleashing human expertise through organization development and personal training and development for the purpose of improving performance”.

As the contemporary era is the era of globalization and the world is becoming as small village or small one economic market, it is necessary to have wider global or international definition of HRD, and thus we can take the definition of (G.N Mclean and L.D. Mclean, 2001) as the global definition of HRD which says that “HRD is any process or activity that, either initially or over the long term, has the potential to develop the work-based knowledge, expertise, productivity and satisfaction, whether for personal or group/team gain, or for the benefit of an organization, community, nation or, ultimately, the whole of humanity”.

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Historical Review of HRD:

Before reviewing the historical development of human resource development in the Islamic era when tasks were not performed spontaneously, but according to distinctive administrative Islamic rules as it indicated in the holy Qur'an in (Surat Al Qasus) in the tongue of the prophet Shoaib’s daughter when she asked her father to hire prophet Mosa -God says: “oh my father please hire him, he is better to be hired; strong and loyal”, it provides the force as a requirement for the performance of work, as well as the honesty. Integrity and the ability to take responsibility in terms of the selection and empowerment, the designation was in (Surat Yusuf); (you are today authorized and Secretary) meaning we have given you all authorities, power and full of trust. Islam stresses the need for consultation and non-centralized administrative decisions also emphasizes workers’ need for material compensation and social security. The Prophet Muhammad PBUH says in this regards: (pay worker wages before his sweat dries) and Islamic principles must be taken into consideration in personnel management in Islam such as promoting humane interaction with workers; the manager must have distinct and creative human thought capable of effective communication with the workers, must also work to strengthen the spirit of belonging and the affiliation of the worker or employee to his organization or institution as today we see many states spend enormous amounts of money and held workshops, conferences, and training courses to enhance the sense of belonging among employees because of its importance in increasing job satisfaction and thus increased productivity. The good interaction should not be confined to human, but there should be good interaction and response to all economic, social, environmental and technological variables. Thus, practices of HRD in Islam haven’t been occurring spontaneously, but according to rules and principles of Islam represented in Holy Qur’an and prophet’s guidance. The phases of HRD can be discussed as:

- The First Phase:

  Industrial life developed after the industrial revolution. Before that, industries were confined to specialized communities system, for example, manufacturers used to produce their crafts at homes with simple tools. In terms of human resources management, the industrial revolution was the beginning of many humanitarian problems as:
1. Dealing with the worker as a commodity which is subjected to investment and business since administration adopted the machine rather than workers.

2. The genesis of many repeated actions that require no talents and no innovation; the factory system because of the industrial revolution had achieved an enormous increase in production. (Almaghriby, Abdulhamid 2007).

- **Second Phase:**

This phase is known by the emergence of the scientific management school which contributed to the emergence of increasing importance of human resources management, led by (Taylor), who developed some important principles for management that can be summarized as:

1. Adopting modern scientific methods of management instead of that rely on estimation.

2. Scientific methods of recruiting, selecting and training of workers.

3. Cooperation between administration and employees that can be directed to objectives achievement, instead of conflict, through reconcile between employees, need of increasing wages and organization’s need of reducing labor costs and increasing productivity.

4. Equality principle of dividing the work between management and employees.

5. The separation between planning and implementation in order to enable each employee to perform his/her work with high degree of quality and proficiency.

6. Classification of work into important and urgent elements in order to focus on the urgent ones.

Subsequently, the human relations school pioneered by Elton May that emphasized the role of the management in treating workers humanely, identifying their preferences, needs and desires and in enabling them to achieve job satisfaction which leads to increased productivity as this school assumed that a happy worker is a productive worker but it was vulnerable to criticism as it ignored important aspects that have a significant impact on
performance and productivity of workers such as rules, regulations, and procedures of the work. Despite that this school focused on enhancing humanitarian aspects of the worker/employee as catalysts to increase productivity, but it neglected other important factors such as performance appraisal methods, effective selecting and non-financial incentives.

Thus, human relations school of management considers an employee/worker as the productive, creative, distinctive and most important element of production and in this sense, it is very important to increase individual's sense of engagement to workgroups and to his/her organization as a whole for the impact of engagement on increasing productivity. Hence, humane relation school of management approached by mean or other to the modern concept of HRD.

- **The Third Phase - the growth of labor organizations:**

At the beginning of the twentieth century, labor organizations in the world grew noticeably especially in transportation and heavy industries, so labor unions struggled to increase workers’ wages and reduce working hours, and to hinder the impacts of the scientific management movement which tried to exploit employees for the benefit of employers, which helped in the emergence of employees syndicates and unions. (Abdulbaqui, 2002).

- **The Fourth Phase:**

The First World War demonstrated the need to use new methods of employee selecting prior to their appointment to avoid causes of failure after their employment. With the development of scientific management and industrial psychology, some human resources management specialists began appearing in establishments for recruitment, training, healthcare and industrial security, what can be considered as the first vanguard that helped in: formation of human resources management in its modern concept, appearance of social service specialists in human resources departments from those interested in humanitarian and social aspects of employees, and launching separate departments of HR in large corporations. (Ali Hasan, Abdulazeez 2009).
• **Phase 5: between the first and Second World War:**

The end of the twenties and early thirties of the twentieth century witnessed some developments in the field of human relations and experiments of (Hawthorne) by (Elton May), that persuaded many employers of the importance of employees’ satisfaction and providing reliable work conditions.

• **Phase 6: After the Second World War until now**

In this stage, the scope of work of the department of human resources included training and development of employees and developing programs to motivate human relations instead of keeping human resources files, attendance and other routines. the modern trend of human resources management focuses on human relations and how to get benefit from results of the researchers in psychology and anthropology that study human behavior and all influential factors that may be used as stimulus through which we can create the intended change/response in human behavior and its implementation in human resource management. It can be said that in this phase all modern concepts of HRM and HRD started and have been developing within this dynamic and systematic field of human resources.

The role of personnel was only an advisory role to the other departments but in human resources management the role has become advisory and operational role simultaneously, as well as the development of human resource strategies and appearance of new concepts such as career planning, human resources information management and efficient communication system with people to find out their abilities, utilize them and fit some employees for leadership positions and developing the others, are of the main features of this phase.

**Need /Importance of Human Resources Development:**

If there are qualified human resources, other production items increase in value, and if the company succeeded in selecting employees and training them, it will be succeeded in maximizing the benefits of all production elements.

All the world's economies are based on two keys: natural resource and human resource and more human resource value increases, more the value of natural resource increases as many developed and developing countries do not possess immense
natural resources but have a qualified and efficient element of human resources capable to make accomplishments. For example, Japan allocated gigantic budget to qualify human resources, so we have seen confident steps and spectacular successes in the industrial and economic construction have been achieved.

Qualified human resources are capable of understanding the administrative systems and application of management theories and converting them to an effective reality for service of the organization and the community as a wider economic entity. Thus, highlighting the importance of human resource in optimal utilization of natural resources and managing the rest elements of production, is inevitable to achieve economic goals for businesses/companies and the states alike.

There are many reasons behind the need for human resources development:

1. Industrial revolution; the great industrial development after the second world war and the subsequent emergence of associations, organizations and labor unions that defend the rights of workers, all these variables led to the need for the emergence of specialized departments in human resource development to act as link and reconcile between management and staff on one hand and between the organizations and the trade unions concerned with personnel matters on the other hand.

2. The growing volume of business organizations and relations with governments and workers' organizations and competitors led to need and importance of specialized departments in human resource management and development to ensure the interests of all stakeholders and provide appropriate working environment that does not conflict with state laws and legislation and does not intersect with the labor organizations and to develop strategies to enable institutions to face competition and achieve the competitive advantage in the market and cope with all the factors and environmental variables.

3. Prudential employees with high educational level and aware of their rights and duties, more than ever, led to the increased need for specialized departments in human resource development to deal with and professionally treat such employees.
4. The trend towards globalization and liberalization has made the existence of specialized departments for human resources development as an urgent need that cannot be overlooked in order to enable organizations, through efficient and qualified human resources, to improve the productivity and withstand the globalization with distinctive and extraordinary products that are able to survive in the market.

5. The considerable expansion of service industries in the present era, led to the need for specialized departments in human resources development to deal with customers principally if we know that services have some features as intangibility, perishability and other features that increase the importance of human resources development in creation of qualified employees who can satisfy customers.

6. HRD helps employees in how to identify their strengths and weaknesses through appropriate education, training and development programs, and makes employees capable of achieving their job and life satisfaction, and then the employees will be more integrated to their organizations/ companies.

7. HRD is so important as any firm has financial goals to achieve such as to reduce costs, increase profits and maximize shareholders’ wealth and through only the scarce distinctive human resource a firm can achieve such goals in order to ensure its turnover in the market and in this regard (Levering & Moskowitz, 1994) stated that through human resource treatment and relations, firms are able to achieve its financial goals and be among the most progressive firms.

In addition to traditional functions which include: recruitment, appointment, promotion, training, etc., Human Resource Development have two important tasks/practices that have a positive impact on employees’ performance and hence on the performance of the department and organization as a whole, are empowerment and delegation. The term “empowerment” that emerged in the dictionary of the American administration and the procedure of HRM, is of a great importance especially if management adopts the implementations of total quality management which generally has an important role in increasing the importance of (HRD) through successful client-oriented departments and enhancing creativity and innovation among individuals.
There are similarities between empowerment and the other policy used in conducting human resources which is “delegation” but they differ in the principle; delegation process means giving individuals the right to make decisions in case of temporary absence of their managers or when managers are concerned with problems or any other works, whereas empowerment is enabling the employees through granting them the right of decision-making principally those individuals/employees who have demonstrated their competences, qualifications and skills, and that in all cases, even in cases of presence of the managers.

Administrators should not adopt an open-door policy regarding empowerment and delegation but empowerment and delegation have limits that must be taken into account because some problems need more intellectual and leadership skills.

Today we are living in an era which is known as the information and communication technology era, so hardly see anything not mixed with or related to techniques. Since the open system of administration affects and is affected by the surrounding life and work environment and its several variables, the management of human resources as the most important management function is affected by and affects the other variables.

As we know that human resources management and development is at the center of the administrative process, so there must be development of abilities and knowledge of human resource in a way that makes them keep pace with changes in internal and external environment and helps an organization to achieve the competitive advantage and the leading position in the market. In this context, an organization must rely on information technology as a strategic entrance into the knowledge economy and use information and communication technology in human resource management.

The term ‘human resources management” includes all concepts and ideas of the best use of human resources, in addition to keeping pace with the evolution of the various areas that are related to HR including methods and curricula of modern techniques in the effective functioning with focusing on the human element as a resource and an essential base for any administrative process who can play assigned roles worthily from one hand and can successfully use the modern information technology and communication in order to improve industrial relations and enhance the opportunities of an organization in consistency and growth, on the other hand.
Objectives of HRD:

Human resources development aims at improving knowledge, skills, capacities, competencies, potentials, and values of employees and to increase productivity and profitability of the organization based on identifying performance gap and proper planning of human resources. Below some main objectives of HRD:

1. **Organizational objective**: improving the performance of workers and raising their efficiency through the creation of all possible means to develop their knowledge and skills through education, training and proper human resources planning.

2. **Functional objective** is to get current and future labor force from educational centers and labor market and supporting all departments with staffing needs with appropriate quality and inappropriate time and place.

3. **Economic objectives**: to increase productivity, manage time, maximize profits and control costs. As business organizations are not charity establishments, this economic or financial objective is so important and sometimes might be the first priority of the firm, but service organizations such as travel and tourism should put customer service as the first objective.

4. **Social objectives**: to secure working conditions and providing appropriate working environment internally and externally and to overcome all the difficulties that may confront the organization or hinder its progress and build an effective positive communication bridges with the government and NGOs, associations and trade unions.

5. **Marketing objective** is to prepare the human element that capable of producing products or providing services through which an organization can remain in the market, meet competition and have an excellent image in order to achieve a competitive advantage and hence reach a leading position in the market.

6. **The personal objective** is to train workers, help them to raise efficiency and develop themselves, hire them in places that match their abilities, empowering
them, and granting them adequate delegation and authority to demonstrate their potentials, and then granting them greater wages and incentives, promotions and recognition. Moreover, the personal objective is involved in enhancing the intangible and soft skills of employees and strengthening their personal characters and entire personality.

7. **National objective:** to prepare qualified national cadres more capable to contribute actively to achieving the goals of their respective organizations and then play their societal and national roles and achieve the national objectives in the economic and social prosperity and dignified luxury life.

Moreover, there are several other objectives and goals such as analyzing the relationship between cost of manpower and the resulting benefits, assisting management in balancing supply and demand, contributing to the preparation of the budget of the concerned organization, the integration of strategic plans for human resources and constituted strategic plans of the organization, achieving the principle of putting the right person in the right place and so on.

**Philosophy of HRD**

The modern era has been witnessing dramatic developments in everything around us and management process and human resource development, in particular, is not in isolation of what is going on, but the administrative process and human resource development have witnessed also substantial changes, so new flexible and dynamic philosophies have been developed in order to go ahead with all the environmental variables surrounding business organizations and take in consideration the interests of all relevant parties and keep pace with the new real changes in its concepts and new management techniques.

Human resources philosophy means beliefs, ideas, visions, missions, and objectives of an organization that can be applied as the most important element of the strategic plans of an organization. It also helps to make the goals of the intended organization more explicit and precise.
There are many concepts and beliefs that modern organizations rely on to manage their business and develop human resources. The most important perhaps include:

- Importance of human resource more than any other production elements and as the most important assets of the organization because all organization's assets are invaluable without the human element, the human element that adds values for the organization's assets and raises these values.

- The need to deepen the sense of staff belongingness, commitment, and loyalty toward their organization, and to achieve job satisfaction through paying attention to staff through providing them greater incentives, rewards, wages, promotion and treating them by all possible practices.

- Disclosure of the external environment surrounding the organization, dealing with it positively and hinder its negative impact on the organization. The external environment variables should be taken into consideration because they are outside the control of the Department.

- Ensure the statement that says (client is right however chosen) and strive to provide products and services that meet customers’ needs and desires and suit their taste, preferences, and abilities of payment, in the right place and time, whenever possible.

- Keeping up with modern technology and training staff in order to use it to produce and deliver products and services that meet constantly changing needs and desires of customers.

- To benefit from modern information systems in building effective communications inside and outside the organization and restructure the organization with what harmonize with new technologies, developed production and marketing operations.

- Taking the market into account in all administrative decisions made by the organization and adhere to the standards that reflect the market’s needs and circumstances and preparing for expected and urgent market changes.

- The interconnections between sectors, departments, and levels of an organization and with other local or foreign organizations.
• The vision for the future through strategic planning, which helps to predict the future situation of the intended organization and to prepare for that future changes as required.

• Seeking to build and confirm the competitiveness as a prerequisite for survival in the market and ensuring that no competitiveness without scarce human resources.

• Securing hygienic, motivated, and congenial atmosphere to encourage employees to perform their work well and comfortably.

• Introducing the concept of capabilities and capacity pooling and deploying it in an integrated and consistent way in achieving objectives and dealing with competitors.

• As organizational structures, management methods, procedures, regulations, strategies and policies and systems of work are all tools and methods and not goals in themselves, so it is necessary to emphasize the importance of developing and adjusting such elements with the change in the market conditions, the elements of the external environment, the conditions of competition and customer’s expectations, and human resource only make the change, face it, predict it and lead the change process.

• Identifying potentials of the staff and working to motivate and utilize it optimally with what returning to the benefit of the staff and the organization alike.

• Time management as a resource is important as money, so there should be the best utilization of time rather than being an impediment to the activity of the organization.

• The need to granting employees full independence/autonomy in the performance of their duties and work tasks assigned to them instead of imposing close censorship in order to encourage them to be more productive and loyal.

• Confirmation of total quality in all phases, areas and performance levels and adopting the quality in the proper sense as a culture of the organization instead of just a specification of the goods produced, and ultimately as an expression of what the customer's satisfaction.

• The transformation from perceptions of narrow thinking and action within the framework to the concept of globalization and considering the climate surrounding the organization is the whole world, not just the limited geographical range representing the state or the city in which the organization operates.
- Using of all the possible alternatives means to build coordination and alliances with the other competitors, and configure stronger blocs to meet the requirements of development and excellence and improve the ability to serve and satisfy customers and shareholders.

- Flexibility, mobility, and freedom from stereotypes, providing opportunities for the emergence of different configurations and competing with the specific systems and mechanisms within the organization.

- The acceptances of the change as a fact of the life to get benefits and avoid the disadvantages of the change, because the new management is, in fact, change management.

- Faith in the logic of simultaneous action as a substitute for the ideal, logic and successive work and taking advantages of information technology in this regard.

- Relying on the results of modern science and technology in the administrative work, and development of the research as bases to build the competitiveness and achieve the excellence.

- The importance of constant readiness to deal with the unknown future and anticipate risks and problems through flexible plans and emergency programs.

- Speed reaction before the changes and not delay dealing with the variables and information technology; all strategies should be flexible to achieve their rapid response capacity and interaction with variables.

**The Difference between HRM and HRD:**

HRM actually is an abbreviation of human resource management which is concerned in acting and achieving all aspects of managerial functions at an organization or company and aimed at secure and providing a reliable optimal working environment for employees to utilize their knowledge, skills, and competencies to achieve the company’s objectives and desired outputs.

HRD is a subcategory of HRM, it concerns in developing skills of employees for the purpose of employees retention within the company. HRD doesn’t focus only on skills development of employees but also in personal development because employees' needs, desires, and expectations are changing from time to time, so HRD
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focuses on how to make employees cope with such changes and make them prepared for future uncertainties and as employees have work and personal commitments, so HRD helps employees to balance their work and personal life. Moreover, the difference between HRM and HRD can be discussed as in below:

1- While HRM is considered as a traditional function, HRD is considered as a dynamic and new function which aims at improving human resources.

2- While HRM is an independent function that includes independent sub-functions, HRD is seen as a subsystem of HRM, it is not isolated part but made up of mutually dependent subsystems.

3- While HRM is a reactive function that responds to the requirements of the company and tries to solve the problems when they arise, HRD is a proactive function which anticipates future and predicts the problems and obstacles that might occur and tries to be ready for them or to hinder them before occurring.

4- HRM has a very narrow view of its scope of function and aims at managing and developing of employees only, whereas HRD has a wider view of its scope of function and aims at developing the entire organization.

5- HRM takes the improved satisfaction as the cause of improved performance, whereas HRD- on contrary- considers the improved performance is the cause of improved satisfaction.

6- HRM is regarded to be the exclusive responsibility of human resource managers and their sections, whereas HRD is supposed to be concerned of all managers within the organization.

7- While HRM relies on salaries, wages, and incentives as the best way of employee motivating, HRD considers job enrichment, group work, job challenge, creativity and innovation and another informal atmosphere of the organization such as workplace culture as the best manner to motivate employees (Gupta, 2007).
Figure 2.1: The difference between HRM and HRD. Developed by the researcher

**Principles of HRD:**

There are some main principles that should be taken into consideration while designing or framing the system of human resources development can be explained successively as:

1- **The principle of Development of Organizational Capability:** An ideal HRD system should rely on the principle of entire development of employees and the organization as a whole and take in consideration the development of all aspects; physically, technically, psychologically and other aspects that can enable the organization to go toward achieving its objectives.
2- **Principle of Potential Maximization:** HRD system must help employees to recognize their potentials and make these potentials appear to the roof of their interests or in another word to be demonstrated and then how to dedicate in performing their best in order to worthily contribute their efforts to goals of their organizations.

3- **Principle of Autonomy Maximization:** Autonomy means how to avoid censorship and provide employees with the feel of independence that can enable them to tackle increased responsibilities and duties. This principle is very important as it concerns the personal aspect of HRD and as autonomy improves an employees’ feel of confidence and hence enhances creativity.

4- **Principle of Maximum Delegation:** managers should delegate and authorize some responsibilities to subordinates and rely on decentralization principle in sharing responsibilities with subordinates because delegation makes subordinates feel that they are more integrated to the organization and makes them feel satisfied. Thus, delegation improves the relations between managers and their subordinates and promotes the cohesive and congenial environment within an organization.

5- **Principle of Change Management:** Change in the management is inevitable especially in today dynamic universe that changes every second, but some employees resist the change so the responsibility of the management is to persuade such employees to accept the change through developing their skills and enabling them to be more flexible and cope with the new techniques, to be ready for all expected changes and even to anticipate future and lead the change. Hence, the organizational culture should be a changing culture because the change is the only thing which is permanent in this dramatic world.

6- **Principle of Participative Decision-Making:** top managers should encourage subordinate/employees and give them opportunities to participate in decision making as the participation of subordinates and those who are in the middle and low managerial level helps in setting more explicit and precise objectives through their ideas and suggestions that based on their awareness of what is actually happening within the organization.
7- **Principle of Periodic Review:** In any organization, there should be a continuous review and renewal of the functions of human resources developments such as development and training, performance appraisal, career planning etc. in order to ensure a proper and regular performance of HRD practices within the organization (Deb, 2010).

8- **Principle of linkage with other functions:** While framing human resource development system, it should be taken in consideration of management to build strong linkages with other functions in the organization such as production, budget and finance, sales and marketing and other functions to strengthen the concept of integration and cooperation.

9- **Principle of ensuring respectability of the function:** HRD function should be regarded as a vital function and occupied a respectable position in the organizational structure. Unfortunately, in so many organizations, HRD is perceived as a secondary function so HRD should be appreciated by the top management and HRD manager should be considered as a senior manager because of the vital importance of HRD in the organization as a whole.

10- **Principle of balancing differentiation and integration:** There are three main functions of HRD: personnel administration, training and development, organizational development and industrial relations. These functions must be differentiated while designing the system of HRD, there should be a person responsible for personal training and development, another one for organizational development and other for industrial relations. Simultaneously, their roles should be integrated into a variety of mechanism. For example, lines manager should be responsible for career planning and HRD manager should be responsible for potential appraisal and development.

11- **Principle of control:** Control is inevitable to follow and review the performance and to be sure that it is according to predetermined objectives, to know the degree of effectiveness and deviation rate in order to set the appropriate plans for the next period.
HRD Subsystem/Mechanism:

Many thinkers, professionals, and HRD practitioners gave various views and framed the mechanism of HRD in different manners, but anyhow the mechanism of HRD means the instruments or methods that should be implemented in the organization in order to create a capable workforce that can achieve organization’s goals especially that are related to the competitive edge in the market.

The well prepared and designed HRD mechanism should properly include these subsystems:

- Performance Appraisal.
- Potential appraisal and development.
- Career planning.
- Career development.
- Training and development.
- Organization development.
- Job rotation.
- Quality of working life.
- Quality circle.
- Reward system.
- Feedback counseling.

Performance appraisal (PA):

Performance appraisal is an unavoidable instrument of HRD through which management tries to identify strengths and weaknesses and know what are employees actually doing, what they have done and what is expected from them to be done, in other way management tries to identify qualities and deficiencies observed in workers in relation to their job performance. Management compares the actual position and the expected or desired position of performance to know the percentage of both success in achieving the objectives and deviation and then, if needed, change or modify the plans accordingly. Furthermore, performance appraisal includes a variety of practices through which an organization aims at assessment of employees, identifying their competences, enhancing their performance, and rewarding them accordingly.
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PA includes two main types of appraisal, the first is the evaluative appraisal which includes: salary, promotion, retention, recognition, termination/ layoff, and identification of poor performance of employees, whereas the second is the developmental type of appraisal which includes other functions/practices such as identifying training needs of employees, providing feedbacks and identifying weaknesses and strengths of employees (Wendy, 2000).

Managers, subordinates, peers, employee him/herself, and customers are the measures that are usually used in PA through 360-degree methods in addition to some other future-oriented methods as management by objectives, assessment centers, and psychological appraisal.

PA can be used as a foundation upon which the other subsystems of HRD such as potential appraisal, training, and development, career planning, career development, organization development etc., can be managed. Moreover, the importance of PA is increasing as it helps management to arrange promotion and compensation programs and to know up to which extent the procedures of selection and communication are valid, but sometimes PA leads to many problems for both managers and employees being appraised when appraisal criteria not well administrated and then negatively impact employees’ motivation and satisfaction.

Modern performance appraisal methods rely on the systematic, frequent, and organizational appraisal rather than the traditional, occasional, and individual appraisal of the traditional method and as a system it is managed according to successive processes that include: setting goals of PA through setting the criteria and expected performance of employees being appraised, communication with employees to inform them the set goals, design the program of appraisal, the course of action (doing the appraisal), identifying strengths and weaknesses, feedback and in last adjusting the appraisal plan if needed (see figure number 2.2).
PA likely aims at:

- To identify the qualities and deficiencies of employees in order to place the right person in the right position.
- To facilitate selection, placement, promotion and compensation decisions.
- To motivate the best possible performance.
- To facilitate goals and objectives setting and measuring.
- To support workforce planning.
- To identify training and development needs of the organization.
- To effectuate the communication system within the organization.
- To develop the performance of the entire organization.
- To provide feedback to employees about their performance and status.
Potential appraisal:

Potential appraisal is a part of performance appraisal processes that can be used separately to identify the hidden or intangible skills of employees that might be known and might be not known by employees, other than performance appraisal that evaluate the past and current performance of employees in their practicing of their roles in actual existing positions.

The purpose of the potential appraisal is to enable employees to assume higher position and responsibilities in the organization hierarchy and to know the strengths and weaknesses of employees to predict their future performance. Thus, a potential appraisal is future-oriented processes that predict future positions of employees within an organization and inform them of their future prospects and opportunities in order to create the spirit of creative imagination and achievement among employees.

Through potential appraisal, management can encourage employees of competing with each other and motivate them to do their best in order to utilize their latent abilities optimally. The potential appraisal provides important and useful data that enable management to prepare career plans for employees that ensure, besides development of their latent abilities, the successful match between them and their jobs.

Some purposes of potential appraisal that should be taken into consideration:

- To inform employees about their future positions;
- To help an organization to determine the management succession plans;
- To update training efforts and recruitment activities continuously;
- To lead employees to what is necessary to be done in order to strengthen their career prospects;
- To ensure higher roles and responsibilities;
- To predict promotion programs.

Career planning:

What is a career? A career can be defined as (Herbert Simon, 1996) rightly said that career is (an honorable occupation with one normally takes up during his /her youth with the expectation of advancement and pursues it until retirement).
It might be defined as the systematic and successive stages of employee’s job through which he/she can move within an organization. A career can also be classified according to the individual and organizational level to external and internal career, the external career stands for the objectives of the organization, whereas internal career refers to the steps/stages of the occupation. Career is, moreover, an integrated pace of an employee’s movement in his/her employment span internally.

The most important step of CP is to make the SWOT (strengths, weaknesses, opportunities, and threats) analysis. CP must be according to the level of education and training, experiences and capabilities of employees with the opportunities for fulfillment and advancement.

CP helps employees to know their capabilities and potentials in order to enhance their competencies and enable them to make decisions and strategies that are related to their future’s values.

(Schermerhorn, Hunt, and Osborn, 2003) defined CP as: (career planning is a process of systematically matching career goals and individual capabilities with opportunities for their fulfillment).

Some objectives of career planning:

- To create opportunities for fulfillment advancement.
- To strengthen the motivational level and identify the phases of a career.
- To ensure higher productivity.
- To ensure longevity/retention of employment and reduce turnover.
- To help employees to realize organization’s goals and objectives by providing them the right paths and procedures.
- To bridge the gap between capabilities of employees and organization’s goals and requirements. (yourarticlelibrary.com).

**Career development:**

Other than career planning that includes two domains which are succession and development of the career, Career development is defined as “ongoing process of planning and directed action toward personal work and life goals, career development is an outcome of the individual career planning and organization provision of support and opportunities” (Simonsen, 1997).
It is essential to identify employees’ knowledge, skills, capabilities, values, and interests that actually existing and then identify those that would like to be obtained by employees and it is necessary to be mentioned that all knowledge, skills, and capabilities of employees must be in accordance with the organization’s goals.

We should identify the current career and the desired career to be able of bridging the gap between the two then to decide the required knowledge, skills and abilities to be acquired by individuals.

Employees search for good educational institutions to obtain education and training that enable them to get jobs, and then aim at developing their careers or changing them according to their new careers’ conditions and also with an agreement with the organizations they work for, guided by career counselors or other professionals in career development management.

Individuals consider career development as the promotion to higher positions in the job, as a successive set of their attitudes and behaviors directly related to their functional activities and experiences during their careers, and as the process of determining individual goals, needs, value, favorite functions, and capabilities. Furthermore, career development focuses on improving knowledge, expertise, and values of employees as CD is a long life journey of employees’ job identity.

From the viewpoint of the organization, career development is the process through which there can be a harmonization of individual considerations and desires in career advancement and future needs of the organization and it’s opportunities of development. It is, therefore, means the design and implementation of plans and strategies in order to satisfy the wishes of labor manpower and realize their ambitions of career advancement.

Accordingly, the process of career development is a joint process between the given organization and its employees that includes how to prepare individuals for the advancement, conduct functional stages and determine the skills required for education and training and the time of crossing each stage.
Any organization should help individuals by providing them with the opportunities that enable them to show their skills to the service of the organization and realize their personal ambitions and should not rely only on the quality of the products, availability of markets and intensive capital, but primarily on the human resource talents, ambitions and the available and latent capacities that enable organization to keep pace with change and renewal.

The need for developing knowledge and skills of personnel and bridging the gap between their skills and job requirements and constantly changing conditions of the environment of the organization, can be considered as main justifications of career development along with the organization's desire to know the suitable individuals to perform operational functions and those eligible for leadership positions and the associated need to establish a fair system in incentives and promotions in order to achieve goals of individuals and organization alike.

Training and development:

Training and development concerns in the development of employees’ competencies to enable them to act their current and future roles and responsibilities within the organization, and help them to face the dynamic changes inside and outside the organization.

Training and development are closed and related as terms but each has its own meaning; Training refers to improving knowledge and skills of individuals to enable them to act particular jobs, whereas development involved in improving the entire personality of the individuals.

There must be adequate time and commitment to training to ensure having employees who are capable to act their roles well with the minimum level of mistakes.

Unfortunately, in so many organizations especially in hospitality organizations the training is a reactive process that attempts to get solutions to the foreseen problems arise because of different changes in the operational environment instead of being a proactive process that anticipates future changes and work in order to keep pace with.

The desire for increasing the profitability, reaching to the advanced level of service quality, and reducing the wastages, can mention as the main reasons that stand behind the need of training and development programs.
The importance and need of training are definitely different from an organization to other depending upon organization’s policies in selection and promotion. An organization that seeks to recruit and selects ready people in their skills will not pay more attention to training, whereas those companies that emphasis on promotion and advancement, may pay more attention to training to ensure developing the skills of employees required for promotion.

These are some major steps in training and development process:

1- Determining of Training and Development Needs:
In case of absence of pre-determined objectives of training and development, it is necessary to assess the training needs; what trainees aim at regarding training and development programs? What they need to be able to do in order to meet the organization’s objectives and what is required to improve them.

2- Setting Training and Development Objectives:
From the organization context, the objectives are to increase profitability, to produce unique products that can satisfy clients and to face and overcome the competitors whereas, employees aim at getting higher wages and incentives and getting promoted. Based on assessment of training needs and assessment of both the organization and individuals aims and objectives of training and development, the objectives should be determined and must be explicit and precise.

3- Preparing the Action Plan:
After a needs assessment and objectives determining, it becomes essential to identify the needs, requirements, methods, and activities of achieving the objectives, in other words, to prepare the action plan.

The action plan includes instructional framework, learning theories, instruments, methods and the other elements of implementation such as feedback which is necessary before implementation to be sure that all requirements are available as it planned.

4- Implementation of Training and Development Initiatives:
Accordingly, we should carry on and implement the plan to make the training and development programs come to the life (course of action). The implementation program should firstly include the schedule of activities, facilities, equipment etc…then it is officially launched. Feedback should be obtained in this step in order to identify the progress of trainees or participants.
Organization Development (OD):

Change is inevitable and urgent and the current era is an era of economic, social, intellectual, political, and technological change. Thus, there should be a holistic view of the world as an integrated entity that is distinguished with its technological, cultural, and civilized developments which affect individuals, organizations, and markets. Hence, all organizations and management positions are facing new situations that require work to discover and learn about changes and try to cope with positively and to anticipate such changes before they occur through organizational development process which has become a key issue and the central objective of many organizations which have made it a project for continuing growth and an essential tool to ensure the capacity of keeping pace with changes and developments of the environment in its various dimensions.

Accordingly, OD as (Bennis, 1969) proposed is “a response to change, a complex educational strategy intended to change the beliefs, attitudes, values, and structures of organizations so that they can better adapt to new technologies, markets, and challenges, and the dizzying rate of change itself”. Thus, beliefs, attitudes, and values can be better adopted only by a personally developed human resource with highly improved values and talents.

The success of any organization in achieving organizational development project will save the ability to maximize benefits from the strengths and opportunities and environmental variables with a positive impact on the presence and future, overcome all vulnerabilities and enhance preparedness for dealing positively with all threats and changes. Through organization development, an organization can avoid the negative impacts on present, anticipate future to prepare for it and take the initiatives through which an organization will not only be able to adapt to expected environmental variables but also will be able to conquer competition which is extremely strong nowadays and reach a leading position in the market.

OD processes are essential to an organization as long as it operates in an environment characterized by constant change which are difficult to be predicted or controlled therefore, the right way to improve the performance and innovation of an organizations and to adapt to the surrounding environment is, undoubtedly, human resource that is the maker of achievement and is a cornerstone in the process of organizational development.
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The organization, no doubt, operates in dynamic environment internally and externally and attempts to cope with all changes and challenges through relying on sustainable organizational development in order to make the suitable intervention in suitable way and time on its ongoing activities to be sure that it is going on with accordance with the environmental changes. Each element in any organization must be taken as an integrated to the system as each element relies on and has an impact on all other elements, so the organization should harness all the elements to meet changes especially human resource which is the accomplishments maker.

Employees must be trained to be able to cope with new techniques, and organizations should invest their current and potential capabilities to achieve their goals and objectives.

The strategic thought, change management, cultural change, performance management, leadership management, team building, capacity building, monitoring, HR process etc. are main parts of the entire organizational development intervention.

**Job Rotation:**

Job rotation is a method and technique of career development and organizational change and is a method of modern management that attempts to allow the largest possible number of workers to exercise more concerted action in the business in operational, technical and/or administrative tasks of management and leadership.

Job rotation means preparing employees or managers to exercise other works in an orderly and scheduled way in accordance with the management plans through the selected years of practicing new works both for supervisory/ administrative jobs or technical functions which provide staff with opportunities to practice other activities organized during specific periods of time that might be years and then convert them to other positions after the determined years.

Job rotation is a strong stimulus for young talents; when young talents exercise supervision, management, and leadership and realize that their organization adopts the method of job rotation, they become more motivated to demonstrate their abilities and attitudes of creativity and to do everything they can in order to get promoted and perform supervisory or managerial jobs. Moreover, job rotation helps decision makers in ministries and businesses to identify capacities, talents, and strengths of the staff in
supervisory and administrative positions and grant them opportunities to grow, develop, and get promoted to senior positions of ministries and companies or organizations they work for.

Management seeks through job rotation the optimal exploitation and utilization of human resources at all levels as job rotation is the way of investment in expertise, creativity, innovation of talented human resources.

Job rotation method is used in business, industry and media establishments that include similar sets of functions and qualifications of human resources to eliminate bureaucracy, routine and monotony of work through providing employees with opportunities to demonstrate their abilities and talents in functions and activities of supervisory, managerial and leadership positions.

Businesses and industrial organizations that are directly related to customers need more innovation, creativity, and development in the processes and procedures in order to satisfy their clients, so it is so necessary to change and develop leadership skills and competencies continuously and principally through adopting job rotation methods and techniques.

Successful experiences and success stories in the field of job rotation are noticeable as in Japan, Germany, and India. Some Indian companies have the latest experiences of job rotation, for example, LG Korean electronic in India applied job rotation widely including thousands of employees and this experience is one of the most important experiences of job rotation in India which achieved tangible successes besides McDonald’s restaurant chains that applied a successful policy of job rotation and achieved significant benefits for the company and employees alike.

There is no doubt that job rotation is a type of functional and organizational change and it is necessary for organizations to persuade employees, supervisors and managers to accept the change and support the process of job rotation by explaining the necessity and advantages of job rotation for both employees and organization. When employees are aware of such benefits, they will not accept the change only, but they will be supporters and do their best to achieve the goals of job rotation.
Perhaps one of the most important benefits of job rotation is working to develop systems of motivation in an organization, increase job satisfaction among staff, increase productivity and rejuvenating the staff and stimulate them toward creativity and innovation.

Quality of work life (QWL)

Staff members play a vital role in any organization and considered the cornerstone of any productive activity, so managers must pay attention to human resource and provide proper working conditions within an organization and help them to improve their standards of living to be more productive and feel belongingness to their organization and then achieve their job satisfaction which might also increase productivity and improve the quality of work.

Organization must use all the available human potentials to increase productivity and this can only be possible through development of the humanistic relations in the work environment than any other systems. On the other hand, the staff seek to fulfill their needs of increasing wages, reduced working hours and freedom of partnership with managers in decision-making. Accordingly, the management must take this into account to achieve equity in pays and rewards and create a stimulating work environment characterized by safety and security, good work condition in general and humanitarian relations to make the staff feel satisfied and do all that with their capacity to increase productivity and improve performance.

Much of literature of administration and human resources agree with each other that human element is the cornerstone and a key element in production process whereas an organization is a secondary element, so managers have to prepare and ensure an appropriate working environment and stimulate workers to fulfill their needs and requirements so that they contribute to increased productivity which is one of the most important goals of an organization.

The participation of staff in decision-making, creation of a humanitarian environment, regulatory climate characterized by morale, realization of principle of fairness in incentives and rewards and paying attention to security and occupational safety, all these domains will create employees’ satisfaction, which promotes spirit of belongingness to the given organization, increases the spirit of harmony among workers and lead to achievement of the objectives of the organization in general.
Many factors can contribute, according to (K. Aswathappa, 2002) to (QWL) such as Adequate and fair compensation, safety and health and good work conditions, the growing opportunity to use and develop creativity, respect of personal rights of employees and their work and family life.

**Quality Circle**

A quality circle means small groups of employees who do same or similar work and have shared areas of responsibility, meet each other under the supervision of supervisor/trainer/practitioner periodically and voluntary during working hours to discuss, analyze and provide solutions to product quality problems related to their particular works.

Such quality groups enable employees to do their works well, improve health and safety of work and strengthen good relationships between managers, subordinates and employees through the entire organization (Sheikh, 2009). Moreover, QC enriches QWL, improves productivity and enhances interpersonal skills and communicative capabilities of employees.

Employees involved in quality circles don’t practice problem-solving spontaneously, but through successive processes start with identifying and selecting the problem and ended with the implementation of the solution as is shown in figure no.(2.3)

![Figure 2.3: Quality Circle Process Table](image)

**Rewards**

Organizations pay attention to employees’ rewards for its importance in enhancing their performance as a motivational tool, through granting them salary increment, bonuses, promotion to higher position in the career leader. It might be intrinsic which occur when an employee feel satisfied with his/her job or extrinsic in form of the
aforementioned forms of rewards. Rewards play an essential role in strengthening the psychological conditions of employees and assisting them to feel a high degree of self-esteem, enthusiasm, assertiveness, which lead to higher productivity and better performance of employees. A satisfied employee with rewards leads to employee performance and satisfied employee with rewards, good work condition and commitment leads to employee job satisfaction.

**Feedback Counselling**

Employee counselling also contributes to employee’s sense of high self-esteem, so organizations adopt employee counselling in order to make employees feel relaxed and feel that they are valued, worthy of respect, appreciated by the organization despite organizations seek from employees counselling moreover to get valuable information from employees as they know customers need and the problems of work better than the management that’s why some literature name it feedback counselling. Whereas employees' counselling can be of various forms such as performance counselling, career counselling, appraisal counselling, feedback counselling etc.

**HRD Climate**

HRD climate refers to the general atmosphere in which employees can interact within an organization well and how all members of an enterprise can lead themselves to the outsiders. In another word, how employees can be enabled of optimal contribution to the organization’s goals. After making a contribution of employees to goals of the organization more effective, HRD climate is involved in what makes the intending employee as a whole personality.

HRD climate consists mainly of organizational structure that is clear in the work process and how employees’ energies can be utilized by directing them toward the specific goals of the organization and making employees directed by their roles. Organizational Culture means all attitudes, patterns, philosophies, and beliefs of employees and management and has a significant influence on employees’ interactions and performance within an organization. Thus, the organizational culture meets the involvement of personal development of employees as the culture helps HRD climate through explaining the extent up to which openness, confrontation, trust,
autonomy, proactivity, authenticity, collaboration, and experimentation (OCTAPACE) are adopted and valued within an organization. Furthermore, HRD climate is involved in effective performance and productivity that leads to achieving organizational goals and also involved in satisfied employees that lead to desired employees/individuals related outcomes or in another word, HRD climate is involved in both organizational context and societal and national context as is shown in the figure no (2.4). Personal development of employees will be discussed in details in the next chapter.

![HRD Climate Diagram](image)

**Figure 2.4: HRD Climate. Own elaboration by the Researcher**

**Human Resource Development Outcomes:**

Human resources development as an integrated system consists of inputs, processes, and outcomes. Inputs are in the process of recruiting, selection and human resource appointment, whereas processes are the work of an organization for human resources training to improve knowledge and skills, develop potential, talents, and values of human resources, human resources incentives, promotion, career planning, workforce planning, improving the working environment and the quality of work life. The outcomes of HRD are the benefits that organization gets in recruitment of qualified
and able employees to perform their functions and roles in workplace and the roles and responsibilities relating to their personal lives, whereas the outcomes of the human resources development at the national level is represented in the country’s obtaining of national cadres that can put the national economy up and push the wheel of economic development and overall development of the country. The main human development outcomes as observed at organizational and national level could be mentioned as follows:

**HRD outcomes at the organizational level**

- Upgrading of staff competence through the development of knowledge and skills.
- Assisting organizations in achieving its main goals of improving production, increasing productivity, increasing profits and facing competition.
- Best practices of human resources development to increase staff belongingness and commitment toward an organization and increase organization's commitment towards staff through adopting suitable principles and foundations of the fair rewards and incentives programs, promotion, improving working environment and conditions, improving employees’ health conditions etc.
- Human resource development practices help an organization in the formulation of policies and strategies of human resources development and organization’s general policies and strategies and in the clarity of those policies and strategies.
- Motivating employees and enabling them of a sense of self-esteem through their participation in policies and decision-making.
- Human resource development practices in an organization lead to increased staff responsiveness to internal changes in the work environment.
- Human resource development helps in reducing costs and wastage rate, as a result of few or no errors.
HRD helps staff in achieving job satisfaction, and this in itself can be considered as a master key for satisfied customers and therefore for achieving an organization's objectives.

The optimum application of HRD practices helps in developing one team spirit and work to consolidate positive relations and effective communication among employees and between employees and management.

Enhancing organization's ability to predict problems and emergencies and prepare to prevent them, not just resolving them when occur.

Enabling organizations to optimally utilize and generate adequate internal human resources.

**HRD Outcomes at the National Level:**

- The optimum application of the policies and practices of human resources development in organizations and institutions to assist the state in obtaining talented human resources with knowledge, skills, talents, and values that will enable them to play social and national roles with competence and sincerity.

- The organizations involved in the development of human resources assist the government in formulating policies and strategies for job creation, elimination of unemployment and to reconsider the allocation of human resources on sound and fair scientific foundations.

- As long as human resource development doesn’t focus only on developing the knowledge and skills of individuals but also develop their cultures, values, and attitudes and make them capable of creative thinking, then individuals will also be capable of introducing the initiatives and providing insights and suggestions for solving the community problems.

- Preparation of human resources capable of facing competition, increase the competition between companies, institutions, and organizations in the country and the result is national human elements capable of keeping pace with rapid changes in the business environment and the economic environment nationally and globally.

- Qualified and efficient human element drives the organization to success and prosperity and enables it to efficiently carry out its social responsibility.
Future Perspectives of HRD:

Globalization, competition, multinational corporations, the expansion of markets and large economic entities, technical and technological development, objectives and strategies, policies and organizational structures of organizations and new needs and desires of new customers, all these aforementioned aspects challenge the present and future development of human resources. The need for taking a bold decision in favor of stakeholders represents a challenge to HRD in addition to the need for measuring the relationship between human resource development practices and performance before and after the application of policies and practices of human resources development. In other words, what is the perceived utility from human resources development practices for the giving organization and up to which extent human resources management can provide effective solutions to the real and core problems that business environment encounters within and outside the organization instead of providing theoretical frameworks and agendas only? Hence, an organization is required to focus on culture, values, ethics, and competencies of employees and to effectuate the role of human resources and make it more vital and management should enable employees to be proactive and future-oriented in order to be able to keep pace with outcomes of scientific and technological advancements and then utilize them in the interests of employees, managers, and stakeholders alike despite anticipating future in this dramatically changing world in everything is an extremely complex task.

In the same sense, one of the most important future perspectives of HRD is the knowledge and information based society; the role of HRD is increasing in enabling individuals/employees of being integrated to the knowledge and information based society in order to keep pace with changes and encounter the outcomes of technological and scientific advancement and its impact on employability through best utilization of human resources (ILO, 2001).

As the world economy is becoming with the passing of time more interdependent, human resources with new knowledge and skills will be the trump card in hand of an organization as (Thurow, 1994) discussed, because such workforce will be able to meet the intense completion.
Seemingly, processes of development will be mysterious or less predictable and approximately all dynamic organizations will compete with each other in order to produce matchless products and competition in such case will culminate, and it will be decided, According to (Reich, 1991), on the capacities of countries/organizations to add values to products, services, and processes of global economic.

Some other perspectives of HRD that must be taken into account:

- Technological advancement outcomes.
- New needs, desires, and interests of customers.
- Corporate governance’s outcomes and governmental regulatory restrictions.
- Mergers and acquisitions considerations.
- Increasing employees’ attachment and commitment towards their organization (Herman, & Korenich, 1977).
- The knowledge and information-based society.
- Crossed task exchanges and lateral networking among organization’s employees.
- Online based meeting among employees (Gajendran & Harrison, 2007).
- Dramatically growth of service industries which mainly depend on innovative and creative human resource.
- Employees’ protection and social safety, prestige, respect, appreciation, self-esteem, and self-actualization. (Maslow, 1954).

**Human Resource Development and Tourism: An Interface**

The important role played by the staff in the travel and tourism industry, especially those who work on the front line shows the relationship between tourism and human resource development. The tourist establishments offer non-tangible services by human beings to other diverse and incompatible human beings in everything but mostly they want human beings to deal with them, to discover their needs and desires, to fulfill them and satisfy them through providing services that commensurate with their expectations. The difficulty in establishing norms and standards for quality of tourism services make the need to human resources that able to achieve customer satisfaction unavoidable from the premise that the quality of service perceived by the customer significantly relays on the relationship of communication, dialogue, and
interaction between tourist user and service providers in the front line. As so long as emotions and feelings expressed by the service provider (the employee) must be matched to customer expectations, in this context, there are two ways to manage emotions according to (Mann 1999) first require employees to adjust their physical appearance to match the required emotional display, whereas the second is how employees imagine themselves in the place of the consumers. Tourist services with their unique characteristics as intangibility, perishability and other features that have been discussed earlier under the title characteristics of tourist services, in addition to the heterogeneous tourists in everything that makes the role of the human element, especially front-line workers who interact face to face with tourists /travelers, very vital so attention must be paid to the selection, training of staff and to development of their competencies, their talents, attitudes and personal qualifications in general. The interface between tourism and human resource development becomes more evident when knowing the key role which basically tourism plays in international employment and international economic development as tourism created 277 million jobs directly and indirectly in 2014 (WTTC).

The success of tourism industry depends upon the effective and efficient human capital management and distinctive human element in knowledge and skills as well as in potentials and attitudes through which employees can interact with tourists and satisfy them.

Governments link between tourism development plan and human capital development plan in the comprehensive /inclusive development plan. The objective of the overall development plan of the state regarding human resources is to provide the human element that can efficiently work in poverty alleviation, elimination of unemployment, and providing jobs for citizens, especially young people and this is the most important economic implications for the tourism industry.

Highly competitiveness in the travel and tourism industry make providing the human element that capable of marking and branding tourism products and services, indispensable particularly that technical and material means have become, approximately, accessible to everyone so the human element only can make the accomplishments, excellence, uniqueness, and innovation.
REFERENCE:


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