



The Importance and Effects of Education in Strategic Human Resources Development (HRD)

Pablo Mondos¹, Jafar Mohammadi

Department of Management, Universidad del Zulia, Venezuela

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Abstract

Strategic development of human resources in its extensive meaning tries to combine training and improving personnel, organizational growth and job advancement. In order to grow people, groups and organizations effectively. In the field of strategic improvement of human resources, books, articles and research works are published. Therefore, we tried to use these resources and analyze the role of education in strategic development of human resource. This research is applied and descriptive. The data collection tool includes all scientific resources about this subject. Results show that the goals of improving human resources is to include intellectual investment of organization by knowledge management and changed human investment into structural investment. Although improving human resources nowadays has a concept beyond job education and preparing personnels to accept more responsibilities, but the process of changing an organization, beneficiaries, internal groups and personnels take place by learning and they attain their knowledge and skills for future. To achieve this goal, we need organizational strategy to direct human resources according to planning.

Keywords: Education; Development; Human Resource

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1. Introduction

In the past management and personnels relationship is limited to create agreement between employers and workers, but increasing knowledge and expertise organizational complexity, technological change and expectation and creating dynamic competitive environment changes interaction with personnels and create at strategic view to human resources. Nowadays entity, survival and growth of organizations is connected to use appropriate human resource. Therefore human force planning and determining strategic human resources is one of the most complex and competitive field in manager's activities in response to expectations of society and achieving organizational goals [21].

Experts consider relationship between attitude and behavior to improve human resources as an important subject. Three dimensions of intention,

knowledge and effect or important parts of personnels view. Sowart et. al state that in commercial and competitive organizations and by trust in knowledge and human investment in unique and achieves production and services. Nowadays knowledge is first class investment in comparison with material and physical investment and has a special position and industrial and developed societies understand this fact and try to improve organizations by improving knowledge-based people. 85% of researchers describe knowledge as a key power [31].

As my people consider "human resource management" as management of personnels or staff, there are some people who equal improving human resource with education of people and even some imagine that job education and improving is limited to personnels, but improving human source today tries to combine improving personnels,

¹ Corresponding Author Email: pablo.mendos@udelzula.ac.vz

organization, job growth and people, group and organization grow efficiently therefore, improving human resource although includes education of personnels but it has extensive and applied meaning. Also, improving human resource goes beyond organization and includes external people that interact with it. So they can penetrate in external environment of growing trend in complexity, movement, threats and changes of inside and outside environment organizations must concentrate on performing daily activities consistent with environmental situation [28].

2. Definition

According to swart et.al (2006) knowledge and human investment is unique in the organization and according to Derake (1993) knowledge is a key advantage for durable competition. Knowledge and data have change into a durable position to survive individually or socially. Improving human resource by its extensive meaning, tries to connect global, national, organizational improving human resources is not the same as human improvement improving human in every country is a national subject and makes basis for economical improvement. Factors like education and training, hygiene, employment are human improvement. But the origin of human resource improvement should be searched in job education of personnels. It emphasizes skills and knowledge [23]. The central point of planning of roles and public responsibilities or managers and participants. The process of changing an organization, beneficiaries, internal groups and staff take place by planned learning. They can achieve required knowledge and skill. To achieve this goal we need organizational strategy to direct efforts of human resource improvement parallel to planned learning [27].

3. The Analysis of Education to Develop Human Resource Strategically

Human resources are the most valuable investment in every organization because other improvement factors of societies like natural resource and physical resource depend on thinking power, creativity and extensive capacities. Although paying attention to human factors with the same trend is considerable for efficiency, but one-way attitude towards people and endowment can't improve human [15].

In the past, economical growth depended on quantity of workforce, but now quality of workforce is the main factor for economic growth. Researches shows that this factor is more influential. In addition we can explain growth by difference in workforce [13]. Investment in human force has a high output but shows this action is the most efficient use of rare resource in less developed

countries[24]. Managers and producers are creators of organizations, tools and medium make possible economical movement by support of human power and new tools [25]. Human force is a factor to produce goods and services. Manager prepare other productive factors, and has a key role in productive factors. [6]. We can explain that without efficient people achieving organizational goals is impossible [16]. Results of many researches about role and importance of human force in organizational improvement and some human societies emphasizes that not any society is developed unless improves human resources. Many attempts have been made that starts from human relationship and continues up to now and patterns to improve and expand resources [11]. According to political changes and technological and social changes in the world recently, the improvement of human resource has an international application. For example, European Union starts extensive plans and facilities in countries. State organizations are obliged to think about improving human resources. It is required to achieve abilities, knowledge and personality dimension by simple skills [4]. Management of human resources, identification, selection, and training of human resources is to achieve organizational goal. By organization we mean all people at deferent level of organization and by organization we mean big and small institutions to achieve specific goals [19]. Management of human resource includes various activities and subjects. They include: equal job opportunities, job analysis, job instruction, human resource planning, human resource attraction, selection, management of human resources evaluation of performance, consultation of human resource management, and identification of unions, public negotiation, workforce relationship and connections [20]. Activities of human resource improvement is a powerful tool to increase efficiency and in the organization especially when they are combined with other human resource activities [16]. In addition improving human resource is to prepare people for future skills [2]. Improving human resources prepares personnels and acquire skills, abilities and knowledge for job. This results in acquiring experience to do a job [19].

4. Literature Review

In the past and before, scientific management, personnels were equal regarding work. Continuous supervision was the most essential affair. If they were inefficient, they were threaten to leave. People were considered as raw material, machinery. In new and scientific trend to management of human source, design is conducted efficiently the time spent to do activities was considered. Performance standards are compiled in a fair way. The more attention to paid to doing activities. In this trend

output is related to social and psychological factor. Also philosophy of management emphasizes the following factors: relationship, cooperation, involvement in work, and respect for other people, teaching authorities, supporting personnels and establishing unions [17]. In the past management of human resource was an association duty but today it is the heart and main factor in acquiring competitive advantage [11]. Results are discussed to achieve a competitive field [3], [10]. All these experts emphasize on the importance of consistency of human resource management strategies with business strategies [12]. Emergence of strategic managements returns to 1984. When Dona, Hamborn and Tichic examine relationship between business strategy and human resource extensively [5].

Zimc (1981) [33] was the first who believe although improving human resource is one of the management activities related to organizational plans but senior managers imagine this goal very rare. According to Walton (1990) fundamental change in senior managers of organization is influential for durability of organization. At the beginning of decade strategic attention to self-learning learner organization and messages of comprehensive quality managements is emphasized for human resource improvement [32]. Deraker (1955) point to importance of strategic decisions and defines "all the related decisions for goals in the company and ways to achieve them". Improving human resource at organizational level was introduced by "Leonard Nadler" 1960. He defines human resources as a collection of organizational activities determined in longterm [32].

5. The Goals of Teaching Human Resource By Trend

Human resource management beside changes in global economy enlarge many collections. Big social changes prepare countries as independent countries that move goods, investment and people freely. In order to be successful to new period of globalization, institutions should consider their goals and select strategies to compete in the world. In order to survive in 21th century, organizations should adopt themselves with a global concept and change their leadership in competitive atmosphere. Otherwise they should lose competitive situation [18].

In order to improve human resource it is necessary to determine strategies and policies in economical improvement strategies. In this trend human resource plan is considered in different teaching dimensions and higher education studies. For example we point to a few points to improve human resource:

- Increasing chances and positions in an acceptable and logical manner.
- Improving workforce especially by teaching.
- Improving job advantage and supporting entrepreneurs and creative group to improve and establish industries.
- Improving work market.

Four principle to improve human resources are [18]:

- Reinforcing and consistency between basic parameters like productions, planning, production, quality and use to improve human resource.
- Establish enough and suitable chances for informal education.
- Considering education as a long-life process.
- Establishment of a system for influential use of skills and abilities and improving national and social goals.

6. Review on Different Strategies to Develop Human Resource by Education Trend

HRD prepares personnels and provides knowledge, skill and abilities and chances to acquire experience. In fact learning is result of HRD attempt. Maximum advantage and satisfaction of personnels or achieved. Teaching as cognitive learning formally or informally lacks a job goal but it is necessary to does a job satisfactorily. Learning a profession as a formal or informal education provides ability of personal to do a job at satisfactory level. Generally training has a very important role in increasing advantages [20]. Some studies have shown positive correlation exists between training and use. Training extensively includes formal education and informal educations. In order to perform human resource improvement suitable methods were selected according to need, subject, influence, cost, efficiency and etc. These methods are divided into on service training and outside education.

- In on service training student-teacher methods, trainer educator and job instructions are applied.
 - 12 common education outside job include: visual methods, behavioral modeling, statement of problem, university course, job rotation, written education, lecture, skills and continuous training, performing role and simulation [30], [20].
- 3 Main learning fields in HRD, cognitive, non-cognitive and psychological-kinesthetic.
- Cognitive learning deals with facts, data and methods.
 - Non-cognitive learning deals with behavioral abilities like leadership.
 - Kinesthetic-movement learning to create ability and acquire creatively by tools or performing functions that deals with manipulation of objects. Human

resource improvement are performed in 2 states of continuous and special.

➤ Continuous plans offered to meet a need and are mostly presented in the form of orderly plans. Like plans to make them familiar with organization or training.

➤ Specific plans, designed to meet specific needs. Periods time is necessary based on performance. Periods are short-time, medium and long term:

➤ Short-period HRD courses: periods that are performed in one year.

➤ Middle-time HRD: they last between on to 3 years.

➤ Long-term period HRD: they last more than 3 years. Steps to perform human resource improvement includes:

➤ 1) Need identification; 2) goal setting 3) definition of criteria; 4) Selecting performance method HRD; 5) Evaluation in determining HRD needs.

In HRD evaluation, meeting primary needs are determined [20]. The goal of HRD is to achieve desirable results that should be defined by specific criteria. In the process of designing educational plans 3p processes exist including: setting educational goals, preparing material and content of educational courses and selecting educational methods [2]. Every design should be consistent with educational needs and finally encompasses human resource improvement. The factors include: methodological knowledge, skills and controlling psychological and mental subjects. Materials and course contents should have suitable influence to perform goals quickly and sometime steps can be followed in educational period contents. Improvement of course content requires many actions start from educational needs and explaining achievement. Suitable educational methods include: situation and environmental factors, learning on industrial experts by risk-taking managers and entrepreneurs, the number of people who are trained and empowering teachers and trainers [11].

7. Challenges in Human Resource Education

Human resource education has a positive effect on personnels satisfaction of customers, use, positive attitudes of personnels towards organization and finally on general efficiency of organization, but these training can results in achieving advantages when they connect with quality management activities, otherwise education changes into a process that lacks efficiency and doesn't bring expected benefits, but wasted organizational resources. Reports of some researchers show that teaching human resources faces serious challenges. Definition of quality as adaptability with standards is very limiting [7]. In order to analyze quality of education we should consider education as a

service. Standardization of services is impossible and difficult [26], [22]. Therefore, standards like ASQCZI.11/ANSI, LWA2 ISO10015 are set to guarantee training and optimization of human resources. It has positive aspects that have problems in education of optimization of human resource in theory and action. Adjustment and correction of performance of an educational system requires knowing present situation and distance from desirable situation [7]. Because results and consequences of training are complex [9] and because of the role of facilities in changing knowledge and skills into performance[29], evaluation method faces complex educational activities and effective periods are designed as a challenging subject[8]. Trainees, characteristics is influential in educational periods[1]. It is important in training motivations and behaviors because their behavior can influence quality of education and it seems unmeasurable in the first glance as a general, vague phenomenon and guarantee its quality is difficult and impossible but changes into tangible and measurable phenomenon [7].

8. Methodology

Because present study analyzes the role of education in human resource improvement it is applied and because it explains theoretical and functional concepts of human resource it is descriptive. It is a library research since it analyzes concepts of strategic human resource improvement. Data collection method is library kind. Data collection tools include all scientific source and organizational documents about the role of education in improving human resource strategically.

9. Conclusion

Improvement of human resource is good to expand economical and social growth of human being. In order to effect technological improvement process different policies are performed about institutions and educational centers to offer desirable result. Improving human resource is important to expand national economy of a country. Establishment and application of technology needs improving knowledge and scientific expertism, this fact requires working ability and it can be a powerful arm to control and perform improving plans. Production processes are based on innovations. This fact is improved by compact educational periods of expertism, technological application, various engineering models, and new technological skills. In most developing countries, improving quality saving, combination of traditional and modern economical parts create many subjects for policies and related human resource. Model and

traditional part needs learning and acquiring skills and technology and expertism learning [18].

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