

## Importance of Development of Human Resources in an Organisation

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**Abstract:** Development is all those activities and programme when recognised and controlled have substantial influence in changing the capacity of the individual to perform his assignment better and in going so all likely to increase his potential for future assignments. Thus development is a combination of various training programme, though some kind of training is necessary, it is the overall development of the competency of a person in the light of the present requirement as well as the future requirement. Development is an activity designed to improve the performance of existing employees and to provide for a planned growth of managers to meet future organisational requirements is management development. Management development is a continuous process. It is not one shot programme but continuous though out the career of a manager. Development is any kind of learning, is based on the assumption that there, always existing a gap between an individual's performance and his potential for the performance. Development seldom takes place in completely peaceful and relaxed atmosphere. Management development requires clear setting of goals. Management development required conducive environment.

**Keywords:** Importance, development, human resources, organisation, training

### INTRODUCTION

Gansberghe [1] uses the following definition in the glossary of HRM and HRD: 'a long-term process designed to enhance potential and effectiveness. It is also defined as the growth or realisation of a person's ability, through learning, often from planned study and experience, development can encompass a wide range of activities, including coaching and more formal educational commitments and experiences, and is generally used to encompass a wider scope than 'learning' or 'training which may, in fact, be included in the concept of development [2].

Kitson [3], on the other hand, argues that this conflation of training and development is confusing and inappropriate. Instead, he distinguishes 'training' by defining it as 'a learning activity that is designed for immediate impact, for the job or role that one does at present'. Development, on the other hand, is 'a learning activity that is designed for future impact, for a role of job one will do in the future.

Employee Development Programs are designed to meet specific objectives, which contribute to both employee and organisational effectiveness. There are several steps in the process of management development. These includes reviewing organisational objectives, evaluating the organisation's current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants' quality of work life. In simple way, it can be denoted as per the following formula.

**Employee Development = Employee Education + Employee Skills.**

### Human Resource Development Advantages

Kozlowski [4] point out that most organisations invest in training and development because they believe that higher performance will result. According to Thang *et al.*, [5], the theoretical framework for the relationship between training and firm performance has been subject to considerable debate.

According to Thang [5], in the long run, striving to enhance HR outcomes will lead to favourable consequences of the firm performance (for example, financial and non-financial performance). Therefore, to determine whether training enhances performance of the organisation, financial performance, or non-financial performance, a process of HR outcomes and firm performance assessment must have considered together in real situations in order to reach a consensus on its meaning. Financial performance in this context is linked to indicators like return on investment (ROI), return on assets (ROA) return on equity (ROE) and return on sales (ROS). Non-financial performance includes labour turnover, absence of employees, conflict, quality of product, service and innovation.

Niazi [6] observed that good training must provide opportunities to learn and grow. Training is seen as a key instrument in the implementation of Human Resource Management policies and practices, particularly those involving cultural change and the necessity of introducing new working practices. First of all, the organisation will need a training policy that specifies what training means to the organisation, who qualifies for training, how training should be conducted and so on.

Beer [7] defines Human Resource Management as the involvement of all management decisions and actions that affect the nature of the relationship. General management make important

decisions daily that affect this relationship, and this leads to a map of Human Resource Management territory, the core of which they refer to as the four 'Cs' and these are:

### **Competence of employees**

High commitment means that employees will be motivated to hear, understand and respond to management's communication relating to the organisation of work.

### **Congruence between the goals of employees and those of the organisation**

Higher congruence is a reflection of policies and practices which bring about a higher coincidence of interest among management, shareholders and workers alike.

### **Cost effectiveness of Human Resource Management practices**

Means that the organisation's human resource cost, that is wages, benefits, training and indirect costs such as strikes, turnover and grievances, have been kept equal to or less than those of competitors.

### **Organisational Culture**

Organisational culture is a system of shared meaning within an organisation that determines in large degree, how employees act Robbins and Coulter [8]. It is that which distinguishes the organisations from other organisations. It represent a common perceptions held by the organisations members. It is the organisation culture that sets values and standards which shape up how employees behave in their work environments. Thus, organisational culture manifests itself in various forms that is talk, shared saying, behaviour shared dealings an emotions.

Thompson Arthur A and Strickland A. J. [9] said "an organisation's policies, practices, traditions, philosophical beliefs, and ways of doing things combine to give a distinctive culture. A company's strategic actions typically reflect its cultural traits and managerial values. Culture contributes to purpose commitment and order [10]. It also contributes to direction, inspiration commitment and establishes boundaries [11]. Culture provides a sense of success and fulfilment greater regards for organisational objectives, reduces turnovers and increases commitment [12].

### **Corporate Culture on Training and Development**

By focusing on training and development efforts that helps employees to think, act and behave in the proper way, Human Resource can impact the culture. Training programs can be designed to help employees demonstrate the behaviours desired by the corporate culture. Also, those who are successful within a culture should be given additional development opportunities so that they can assume positions of greater responsibility.

Lee and Yu [13] points out that culture impacts a variety of organisational processes and performance. The culture of learning and development is very important. It enables an organisation to sustain the delivery of quality products and services essential to its long term success. Owen *et al.*, [14] points out that a sustainable high performance organisation is one that sustain the behaviours required to meet market place expectations. Training is one such behaviour required to meet the expectations of the market place.

Also, organisations that promote employee development as part of their corporate culture should ensure that enough resources are allocated to Human Resources training and development budget. The allocation of scarce resources is another sign that employees look for when determining if an organisation is serious about creating the culture they espouse.

### **CONCLUSION**

Therefore, from the available literature there is evidence of a great effect on training and development. Training and development helps in the sharpening of skills and making employees work in a way which is helpful to the organisation. Training can also be used to satisfy employees. Training helps in the commitment of employees to the organisation which helps in the organisation's objective. Strategies on the implementation of training and development are at the core for business success. The next chapter looked at the research methodology.

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