

Sustainable Approach of Human Resource Management: Ongoing Professional Development - Strategic Human Resource Management (OPD-SHRM)

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Abstract

Employee's performance plays an important role in the growth of an organization. It means the development of any organization is directly proportional to the skill and performance of its human capital. In order to continual growth of employees skill and abilities need to be updated regularly as human capital is a vital resource of organization. Hence ongoing professional development (OPD) should be an essential part of human resource management practice for growth of the organization. This paper will explain the role and importance of strategic human resource management (SHRM) in ongoing professional development (OPD) of employees. Employees behavior is a static element inside the profit and loss, so why HR no longer the motive force of organizational consequences? The answer of this question is ongoing professional development strategic human recourse management (OPD-SHRM). OPD-SHRM is a scientific link between people and management.

Keywords: Human Recourse Management, Strategic Human Resource Management, Ongoing Professional Development (OPD-SHRM)

Introduction

In 1920, an experiment was carried out called the Hawthorne test. It was particularly anticipated to find a theoretical way to a leadership question, "How does a leader achieve best staff performance" the study's findings by Dr. Little concerning the important thing to attaining human overall performance succeeded in formulating a framework for this. Researchers positioned their exceptional efforts into locating the underlying problems and elements which have an effect on and decrease the efficacy of performance, however even after ninety years of sizeable research and numerous literatures generated, they could not agree on a scientific, systematic solution to the query (Nel & Little, 2010). Little took the studies ahead and explored the underlying issues and changed into able to formulate an idea that scientifically explains and gives a logical reasoning to the query "How does a leader achieve greatest staff performance?" And named the formulated concept Ongoing Professional Development strategic human resource control (OPD-SHRM)

Research objective

1. To understand the concept of ongoing professional development.
2. To study the role and importance of ongoing professional development in employee performance and profitable organization activates.

Research Methodology

It is a method to solve the research problem systematically and scientifically. It is a blueprint of research and drawing conclusion about research data. This is a descriptive research paper based on secondary data. Data have been finding out by different research paper, articles and books.

Definition of strategic HR management (SHRM)

The OPD theory is an improved scientific basis of the link between human employees and organization. This new theoretical method offers

rise to a brand new set of techniques—OPD-SHRM (strategic human resource management)—that constitute a brand new technology for handling the link among people and the enterprise. This new technology has now been tried in clients in New Zealand, and has been proved to work and to deliver better outcomes than another HR system.

Introduction to Ongoing Professional Development (OPD)

As business' models become more complex, there is a certainty that new problems, pertaining to the achievements of goals, arise. Human Resource, which has been laid with the responsibility of the employees' performances and effectiveness plays key role in strategizing plans and executive them for the accomplishment of an organization's goals. Due to ever changing dynamics within various business organizations, the HR has to adapt to new practices, for otherwise, the reliance on new business stereotypes would hamper a company's growth and productivity.

If this growth and productivity is not progressive in its nature, a company's span will be short. Hence, new growth models are needed to be implemented, and for such implementation new researches are needed to be carried out, keeping in mind that these researches are well bolstered by practical experimentation and that they are carried on a broad range of organizations.

One such breakthrough research is OPD-Ongoing Professional Development (or Continuous Professional Development). The origin of OPD is the analysis of human psychology based on human behaviour. It directs the HR to think about the employees in a new way so as to make them yield better results. OPD is a new way to ponder on the link that an organization and its people have.

Currently, the HR practice relies upon 100-year-old model that were both effective and ineffective. OPD is an advanced theory, unlike the current one, and is based on scientific proofs and is also backed by new technological advancements. The results of the OPD theory have been remarkable and better than those of the traditional HR practices, after the theory was implemented on the clients in New Zealand. Once combined with the Human Resource Practices, the OPD Theory forms a system termed as OPD-SHRM system.

Assumptions of OPD Theory

OPD Theory is based on several types of assumptions that are classified as following:

1. Organizational assumptions
2. Psychological assumptions

Organizational assumptions of OPD

1. Graham Little, the flag-bearer of the theory outlined the key fundamental assumptions of the OPD theory. The most fundamental assumption is the goal to action principle. According to this principle, for every goal to be achieved, there are actions that must be delivered. These actions are termed as 'ideal actions'. These actions are such that, if implemented, they don't guarantee success, but, if not implemented, they assure

failure. Therefore, they must be performed thoroughly.

2. We can understand that the new OPD theory is fundamentally action based. Another assumption of OPD is that the goals to be accomplished by an organization need to originate from the Strategic Unit of that organization. This will ensure that the goals do not lack the strategic plan and are not rudderless and awry.

Most well-structured organizations have a proper Strategic Unit which lays down the strategy and goals for the company, both short-term, and long term. The unit has to club together similar roles within different teams. Because determining the goals and plans is an immensely complex process, this task must come from the strategic unit only which is specialized in this activity. Member of the organization who formulates the strategy need to concurrently meet each other on a frequent basis, say, monthly, to ensure the strategy is well aligned with all the units of the organization.

Once the goals are finalized, they have to be at par with the key performance indicators (KPIs). Finally, these goals are to be converted into ideal actions. The responsibility to convey the strategic plans lies with the Strategic Unit, or in the absence of the same, with the CEO of the organization. Nonetheless, OPD theory will be most effective when there is a whole strategic team, rather than one person who guides the subordinates concerning the plans.

The HR department has to take the baton from the Strategic Unit (or the CEO). Subsequently, the HR has to allocate the responsibilities to various teams and people in the organization so as to link the organization and its people. Proper linking ensures that the strategy is aligned with all the units of the organization and consequently, the OPD is applied to all the employees in a practical way.

3. The role of the HR department is pivotal in carrying out OPD. It has to continuously monitor the performances pertaining to the cognizance of the strategy as well as of the execution of the strategy to the members of the organization at all levels.

Fundamental Psychological Assumptions of OPD

Since OPD is a derived from Psychology, the assumptions that are the very nucleus of the theory must be related to human behaviour. They are discussed as follows:

1. If a person is very sure about his aim and the pathway to that aim, he or she has the opportunity to do it in a more effective way. Needless to say, he or she will be able to find the most apt resources and ideas that are needed to implement the strategy. The clearer the vision, the easier the task.
2. The second psychological assumption is that the performance of a clear headed individual or a team depends on the factor of self-discipline which involves intensity and commitment as key ingredients.
3. The above mentioned psychological assumptions have to be validated on empirical basis, and then

follow a psychological process as discussed below:

1. **Procurement of Cultural Agreement**

It is of utmost important that in order to have a positive vibe, one need to tell people that he or she wants to be successful and get assurance or agreement from them.

2. **Psychological Insight**

It must also be assured that an individual has to manage the vacillations or any kind of distractions that take place within mind and also it is important to manage the success after its attainment. Most of the people are not able to manage success and therefore there is a short span of the reaching the zenith.

3. **Clarity about what ideal actions are**

An individual has to define 'ideal' actions very precisely. There must not be any ambiguity in doing so for even if the actions are performed with diligence and they are nit the actions needed for the attainment of aim, they are not ideal. Hence there should be maximum clarity about the actions are needed to be performed. These actions are also to be clarified to the other members of the organization who are in charge of performing those actions because the actions of one individual impact the performance of other individuals. Proper communication is a key to do so.

4. **Assurance of success through ideal actions**

One needs to get assurance from the members of the organization that if the ideal actions are performed, the success is greatest. This will help in boosting the confidence in those who are to perform those ideal actions will most probably lead to success through those actions.

5. **Commitment, based on Personal Choice**

If the actions are delivered to the utmost extent, the probability of success is also maximum. But this delivery of actions requires prior commitment based on the choice of actions that are based on liking. If an individual performs actions based on what he or she loves doing, the result is likely to yield maximum output.

Literature Review

In 2018 the book was written by Graham little "The role of human recourse management in the modern organization" explains that why OPD theory is important for organization this theory answers to the question: what is the exact scientific link between people and an organization. Applying this scientific theory to more effective link people to the organization making human resource the driver of strategic success. The principal of this theory equal in groups from two people to two million. The OPD-Theory of organizational design became born from the query 'why? Beginning with the history science, developing improved social science gear and then applying those tools to the query of the exact causal link between organization method and body of workers conduct. The end result changed into the OPD-Theory of employer layout and control within which HR emerges as a key driving force of results.

OPD-HCD™ (2017) for large business with strategic HR function explain that how organization apply this theory and increase profit for organization. It is scientific system and directly linking the organization strategy and daily behavior of staff. Implement OPD-HCD™ with the goal of improving roll out of method, lifting human performance thereby improving EBIT by using 30+%, even as simultaneously improving the paintings-existence pleasure of group of workers. Trial and initial results proof that OPD-HCD™ builds improved result and increase team satisfaction. There are very clear and properly described approaches within the OPD-SHRM system. So if all team leaders are imposing those tactics to traditional, then the group end results have to enhance. OPD-Theory of organizational design guiding roles in a huge organization with a strategic HR feature to comprehend best private and business enterprise achievement. Proof that length does not regulate the scientific solution, simply alters the complexity of implementation. (Little 2017)

Profit is the difference between two a lot large numbers, consequently quite small changes in earnings can bring about big profits in income. This is called the multiplier effect. Imagine a commercial enterprise with the start function EBIT 6%, income 100, costs 94. Then applying OPD-HCD™ lifts human performance 10%. The multiplier impact of a 2% and 3% alternate in income and prices is shown under.

1. 2% advantage in numbers, sales 102, charges 93.96, EBIT 8.04 increase 34%.
2. three% advantage in numbers, income 103, prices 93.91, EBIT 9.08 51%.

If a commercial enterprise had a gap EBIT of 6% of sales, then applying OPD-HCD™ ought to increase that by way of 30%-50%. These profits are supported by means of the outcomes from initial case studies. This case study 2011-12 reveals that the using of OPD model organization can increase profit and also have capability of staff fulfillment. The results create new insights into overall performance enhancement and as a consequence improve the control of human sources in organizations to improve profits by using incorporating behavioral and motivational factors as properly.

Initial research master thesis 2014 independent research conducted by Sabarwal using OPD model in 11 service organization in Auckland. The result these study reveals that a better performing SHRM in an organization has a higher degree of presence of OPD elements. Organizations can experience boom of 12% in overall performance with the incorporation of the OPD version of their SHRM procedure.

OPD idea is based totally on a systematic and unconventional binding among personnel' behavior and organizational dreams. OPD idea allows the crew chief to pick out the perfect actions based totally on KPIs or dreams, which are clear, concise and of the character that accomplishing them guarantees a most risk of fulfillment. The group chief ensures that the ideal moves are truly understood through the crew. The employees agree on appearing ideal moves with full dedication based on previous

agreement to dedication for fulfillment. As the personnel are committed and determined on what they should do, they are seeking for to be greater precise in the delivery of best moves. As an end result of precision in delivery, when personnel are in the end successful, they sense glad. The employees are inspired via attaining their intention with the execution of the proper actions derived from the KPIs or goals with their willpower and perseverance (Little, 2013)

Conclusion

OPD-SHRM is new concept, as it has no longer been encountered in this layout in the literature earlier than, where the question of employee performance enhancement and behavior has been included with SHRM into an unmarried model, which results in earnings improvement in establishments. OPD theory resolves the confusion and gives a coherent highbrow shape that lifts the fame of HRM to the most essential division in any organization, with the senior HR Executive the 'right hand' of the manager delegated the project of partnering with group leaders permitting them to guide the rollout of approach of their team. OPD idea operates via the man or woman mind and is tested by means of it being a success in a single thought. It is likewise well understood in popular perception due to the fact that we all realize we are able to do matters higher if we try. To enhance the impact and standing of HR the HR practitioner ought to put in force in their corporation the OPD idea or some equal system. The system has to offer managers similar first-class, scientifically sound strategies, providing actually described reproducible inputs that achieve reproducible enhancements in effects. HR need to then partner those managers in achieving regular and sustainable progressed human overall performance of their team.

Limitation of the Study and Scope for Further Research

A similar kind of study can be conducted across the country or various organizations with a large sample size .OPD-SHRM may vary based on gender related issue. A specific study can be conducted exclusively for men and women in the organization.

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