

A Business Process Approach to Human Resource Development

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Abstract

The initial objective of this research is to highlight research work carried out in the field of HRM and HRD. Researchers found out that there is a gap in body of knowledge that there is no comprehensive business process model for human resource development field. The primary objective of this research is to give business process view of human resource development. This research paper than describes the model developed for human resource development process.

Introduction

Business Process Reengineering become widely used method for managing change from early 1990 (Hammer & Champy, 1993), leading to potential benefits such as increased productivity over time of the process by reducing costs, better quality and greater customer satisfaction. No doubt, BPR is considered to be very successful, but there are many failures of BPR (positive and negative), or at least were rumors.

The main difficulty in successfully implementing BPR projects, one of the reasons given by a clear lack of respect for humanity or human resource related issues. Researchers have conducted lot of researches regarding Human Resource Management in relation to business process re-engineering. (Zucchi and Edwards, 1999), (Cakar, Bititci and MacBryde, 2003). BPR is often seen as a tool for streamlining the organizational processes, the workers are considered as add on aspect (Aghassi, 1994). Davenport himself (1995) describes BPR as the trend that forgot people, although he also points out that "reengineering didn't start as a code word for mindless bloodshed".

Despite, downsizing or rightsizing is a word often associated with BPR, which is considered as a reduction in the number of workers and organizations to achieve cost reductions through process redesign advantage of fast trying to see what happens. This perception may actually be misleading.

Researchers have developed lot models explaining business processes. It has been lot of work in relation to HRM processes but to-date no one has contributed significantly towards development of business process model for Human Resource Development (HRD). The human resource development aspect of BPR is under-reported in the literature of BPR. Researchers main focus is on such as: the reasons for a project BPR? Process analysis; The impact of information technology; Tools and techniques; Or application. From the beginning, there was markedly less in issues related to the contribution of people through the development of human resources for the success of a BPR.

This article sets out to examine the relationship between current business process reengineering activities and Human Resource Development. This research's objective is to give a model explaining business process approach of Human resource development.

Keywords: Business Process Engineering, Human resource development, Training & development.

Literature Review

The impact of training upon HRM and that of HRM upon Business Process Re-engineering have been issues of remarkable importance to many researchers and have served a lot for the organizations in improving their processes. Zuchhi and Edwards (1999) proved that the organizations which have undergone BPR have a very clear pattern with respect to human resource management practices. An important issue in designing diversity training programs is deciding who should conduct the training because the demographics of the diversity trainer may affect perceived training effectiveness (Lieberman, Block and Koch, 2011). Moran (2011) examined trainee practitioners' perceptions of research training and the ways in which training might be developed to facilitate management of human resources. Kaupins (2002) analyzed various training methods with respect to student-teacher relationship but his findings are also applicable in corporate world. Live cases and internships appear to have high trainer approval ratings, based on a survey of corporate trainers (Kaupins, 1997). Similarly, Liao (2006) argued that human resource management (HRM) has a very strong relationship with the performance of the organization that is to say that efficient HRM means high performance and vice versa. Giangreco, Sebastiano and Peccei (2009) focused on an analysis of the factors that affect participants' overall satisfaction with training and the impact of training on Human Resource Management practices. Shea, Wulf and Whltacre (1999) suggested that one can combine the different aspects and methods of training in an interactive way to produce an effective and efficient learning protocol.

Method:

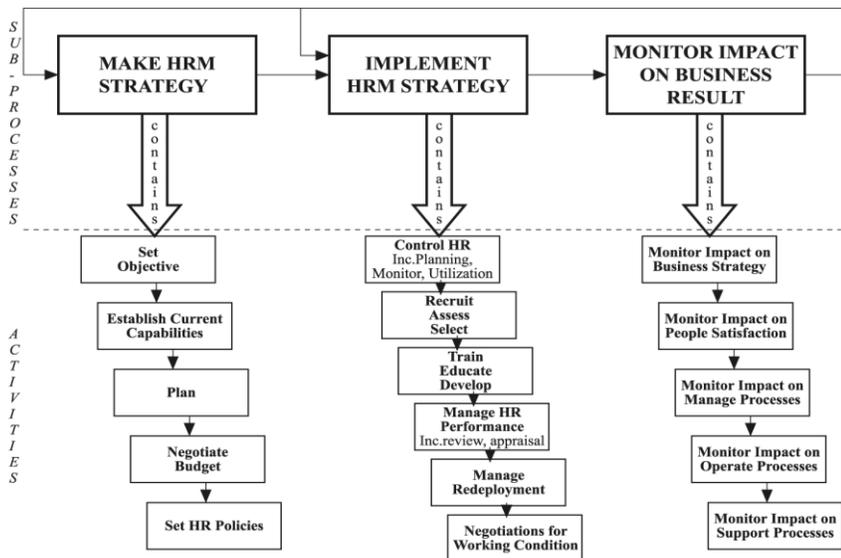
Traditionally Human resource development is a key to retain a quality Human Resource and to prepare them for future tasks. Basic HR activities are as under:



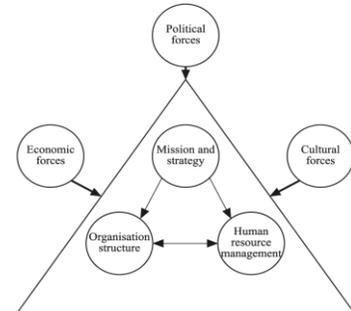
Figure: 1

Researchers have developed lot of models explaining human resource management.

Michigan Model (Fombrun et al., 1984)



Strategic Management and Environmental Pressures



The Human Resource Cycle

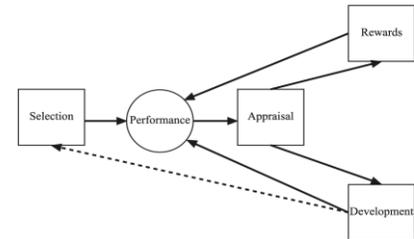


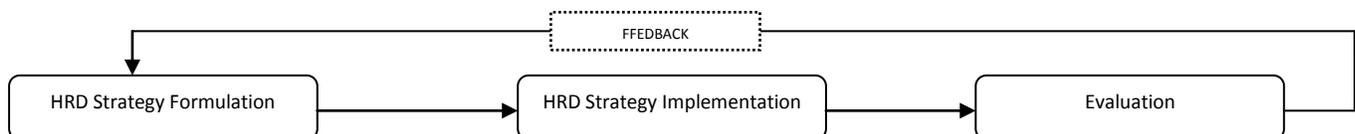
Figure-2

Process model (Cakar, Bititci and MacBryde, 1997)

Among these all activities, focus of this research is Training & Development (HRD) aspect of Human Resource Management.

Business process view not only streamlines all process but also gives a clear understanding on what processes are actually increasing the productivity and which are decreasing productivity.

Figure: 3



Business process view of Human Resource Development is as under:

Traditionally, HRD focuses on capacity development of human resource of any organization. HRD plays a vital role in employee retention and getting & maintaining competitive edge in the market. Therefore, HRD requires formal planning and its implementation in-order to achieve the efficiency and effectiveness. Planning & implementation process starts with HRD strategy formulation and ends with Evaluation. Apparently it is continuous process and never ends because on the basis of the feedback, trainings should be redesigned or altered as per the organization productivity needs.



Figure-4

The process starts with strategy formulation in line with company goals and objectives. Then there is preliminary level of Training Need Assessment (TNA). Preliminary level TNA is based on company’s SWOT analysis. SWOT analysis covers environmental scanning which includes internal as well as external factors. TNA defines the general scope of training fields e.g. marketing, HR, operations etc. The next step is formulation of training plan based on TNA. Then company should do the budgeting in line of training calendar. Budgeting will conclude the strategy formulation step in HRD process.

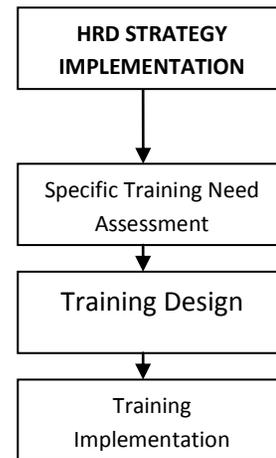
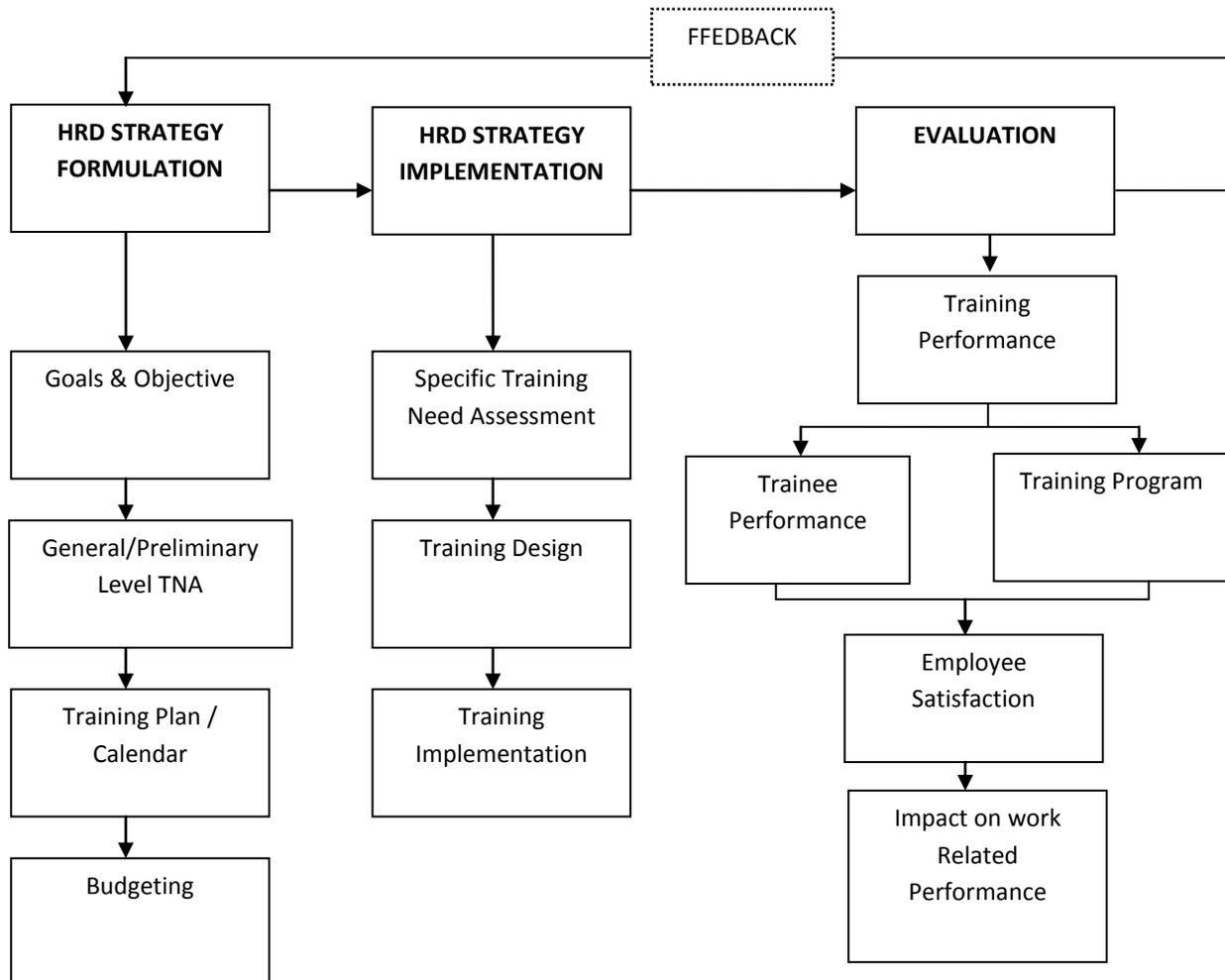


Figure: 5

The next step is HRD strategy implementation. Strategy implementation is as important as strategy evaluation. It consists of three steps and first step is Specific Training Need Assessment. As per this TNA we will design training program, keeping in view trainees and company’s goals/objectives. This will include what type of information should be disseminated during training, type of skills awareness to trainees, mode of communication etc. After training design we will conduct training sessions according to training calendar and training program.



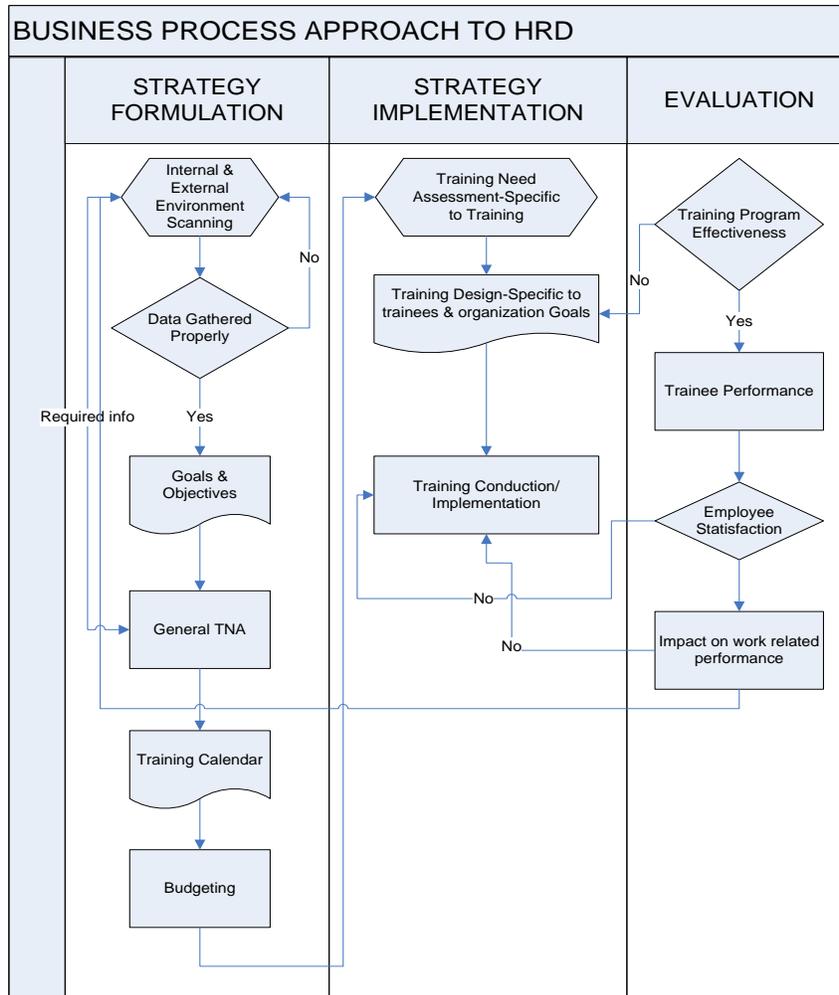
Figure: 6



The last stage is of Evaluation. This process is considered to be incomplete if proper evaluation is not carried out. The scope of evaluation covers three aspect; firstly effectiveness and practicality of training program; secondly performance of trainees and last but not least, how much training contributed towards the enhancement in productivity of employees.

From the feedback of the training we redesign and thus process goes on. The full model of Human Resource Development function is as under:

The business process view of above model is bit complicated which is as under:



The business process view, always help you to understand the overall business process of different activities. Human Resource Management is considered to be a support function of business and its key element is training and development or Human Resource Development (HRD). HRD consists of three major steps; strategy formulation, implementation and evaluation. It is imperative to understand that without a thorough scanning of company’s internal and external environment one cannot formulate a strategy close to reality. Data received through environmental scanning will be checked and if it is found ok than one should proceed to next step, otherwise, re-gather the data. On the basis of data, company should establish goals and objectives in-line with company’s vision and mission. HRD department or Training & Development wing of HR than will conduct general Training Need Assessment. This TNA will be of general nature, in which main objective is to identify key areas where trainings are required. This process also enables company to define types of training and in some cases number of trainings per year. Next step is to allocate overall budget for trainings which also includes department wise budget allocation of training. This ends the strategy formulation part. Once company comes to strategy implementation part than HRD department or Training & Development wing conducts more comprehensive and specific to budgeted training, Training

Need Assessment. This part not only includes specific departmental heads but also general employees' evaluation. TNA can be conducted through numerous ways, e.g. questionnaires, past quarter performance evaluation feedback, group discussions etc. On the basis of feedback training design is carried out. Training design covers following:

- Level of training
- Mode of communication
- Training material
- Location for training
- Manuals, Handouts, presentations
- Training activities
- Training program
- Training duration

Training design always conducted in reference to company's vision and allocated budget. Quality of training is very much dependent on training design and Trainer's skill and capabilities. Now, company is able to impart trainings as per training calendar. This completes the training implementation part.

All trainings are considered incomplete without proper and comprehensive training evaluation. Training evaluation is not limited to training room or venue of training because success or quality of training has always been measured through overall improvement in Human Resource productivity. Initial evaluation focuses on how much training was effective in trainee's point of view and how well trainee performed during the training according to trainer. The next level of evaluation is carried out after some time in order to check overall improvement in productivity of human resource in their job. Feedback which company gets through training or through post training performance of same, training program effectiveness, trainers efficiency and quality etc. This feedback helps an organization to improve its training development effectiveness.

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