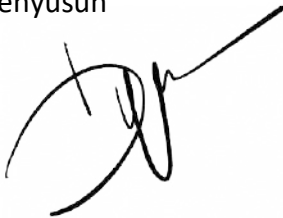


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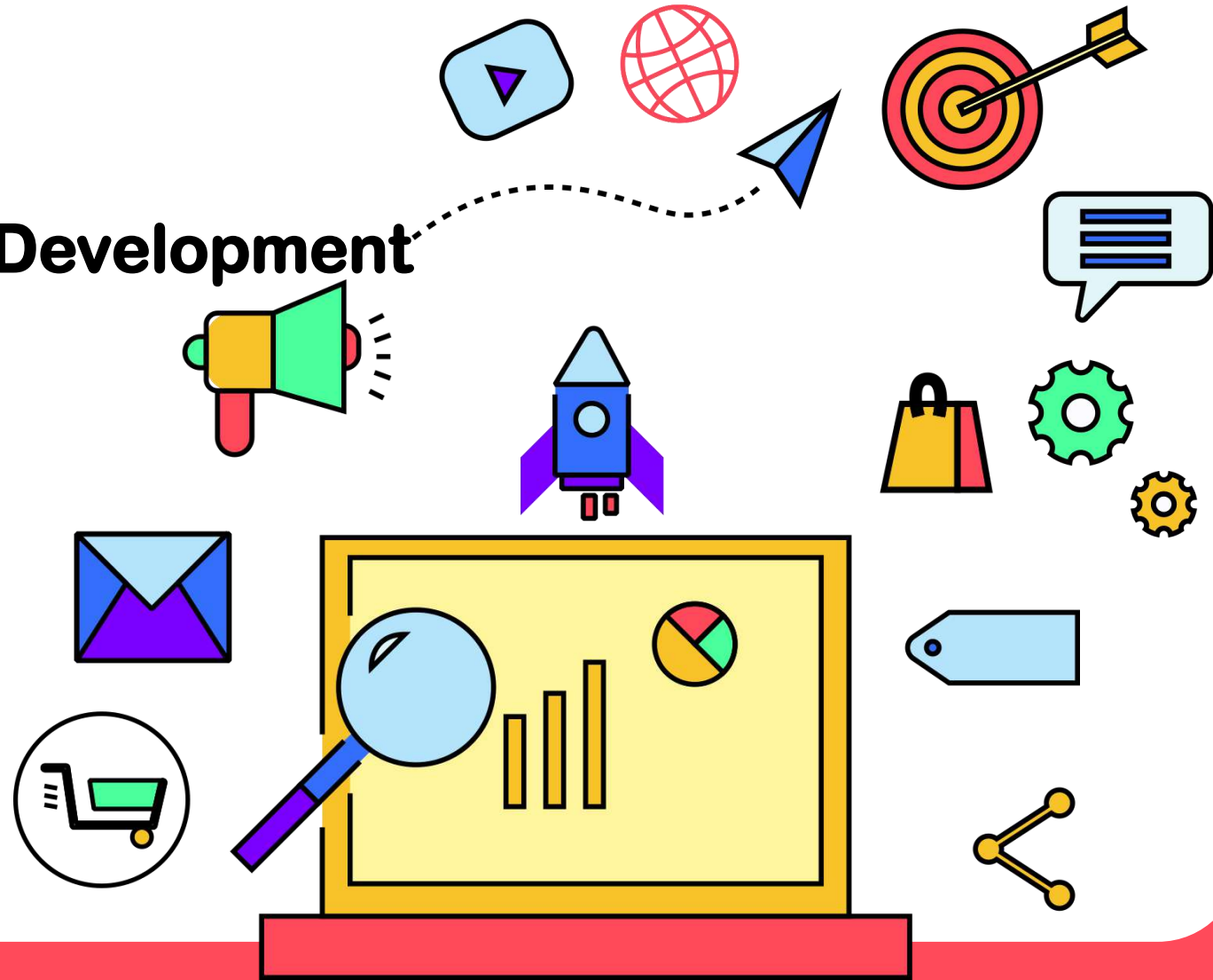


# BAHAN AJAR

## Strategic Human Resource Development (SKS:3)

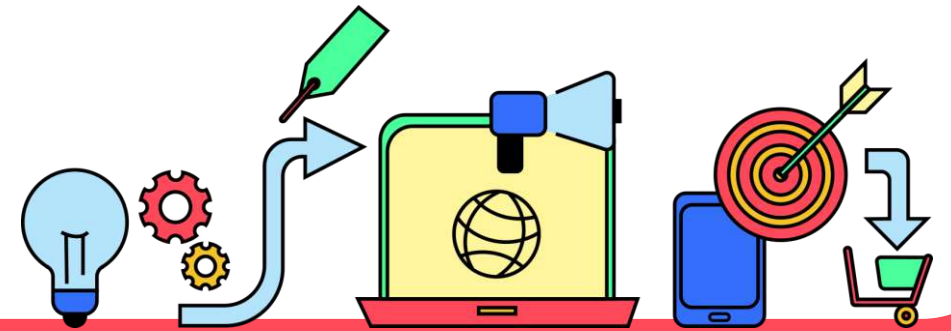
*Introduction to Strategic  
Human Resource Development*

By Netty Dyan Prastika, M.Psi., Psikolog



# *Introduction to Strategic Human Resource Development*

By Netty Dyan Prastika, M.Psi., Psikolog



## Overview of Strategy

“Companies without a strategy is like Columbus when he went to discover America. He set sail from Europe, not knowing where he was going, and when he got to America, he did not know where he was. When he got back Europe, he could not tell anyone where he had been. A firm without strategy is something like Columbus.”

(Ian Mackechnie)

# Understanding the role of HR in strategic planning



## *Understanding the role of HR in strategic planning*

- The role of Human Resources (HR) in strategic planning is critical as it involves aligning the organization's human capital and workforce strategies with its overall business goals and objectives.
- Strategic planning is the process of defining an organization's direction and making decisions on allocating its resources to pursue this direction.
- HR plays a crucial role in this process by ensuring that the workforce and talent management strategies are in sync with the strategic goals of the organization

## *Understanding the role of HR in strategic planning*

- Learning is the fundamental principle that drives organizations towards higher concentration on Human Resource Development.
- HRD activities should begin when an employee joins an organization and continue throughout his or her career, irrespective of the authority and responsibility level that the person holds
- HRD programs are focused on integrating long terms plans and strategies of the organization with the requirements of changes in the job to ensure the efficient and effective use of all the resources available to the organization

## Definition

"Human resource development (HRD) is organized learning experiences provided by employees to bring about possibility of performance growth or personal growth within the specified period of time."

*(Giley and Egeland, 1989)*

Human resource development is a process of developing and unleashing human expertise through personal training and organizational development for the purpose of improving performance.

*(Swanson and Holton, 2001)*



*Therefore,* Human Resource Development in any organization aims at the following:



To develop the competence of its human resources.



To create an environment of commitment and motivation among employees of the organization.



To develop a conducive organizational culture to achieve its mission for existence.



To create policies, procedures and systems to train people for better performance that is based on trust, commitment, loyalty and growth.

## Critical HRD Issues



Strategic  
management and  
HRD



The supervisor's  
role in HRD



Organizational  
structure of HRD

# Strategic Management & HRD

- Strategic management aims to ensure organizational effectiveness for the foreseeable future — e.g., maximizing profits in the next 3 to 5 years
- HRD aims to get managers and workers ready for new products, procedures, and materials



## Supervisor's Role in HRD

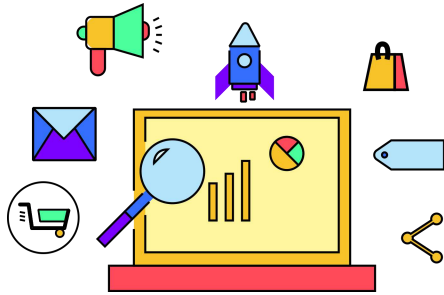
- Implements HRD programs and procedures
- On-the-job training (OJT)
- Coaching/mentoring/counseling
- Career and employee development
- A "front-line participant" in HRD



## Organizational Structure of HRD

- Departments Depends on company size, industry and maturity
- No single structure used
- Depends in large part on how well the HRD manager becomes an institutional part of the company — i.e., a revenue contributor, not just a revenue user

# HRD Functions



Training and  
development  
(T&D)



Organizational  
development



Career  
development

# The impact of HR development on organizational performance



Human Resource (HR) development plays a crucial role in influencing and enhancing organizational performance in various ways

Here are some key impacts of HR development on organizational performance:



- Skill Enhancement and Training
- Employee Engagement and Satisfaction
- Talent Retention
- Succession Planning and Leadership Development
- Innovation and Adaptability
- Enhanced Diversity and Inclusion
- Employee Well-being and Health
- Customer Satisfaction
- Competitive Advantage



# Key theories and models in HR development

## 1. Training and Development Models

- **ADDIE Model:** The ADDIE (Analysis, Design, Development, Implementation, Evaluation) model is a systematic approach to instructional design, guiding the development of effective training programs.
- **Kirkpatrick's Four-Level Training Evaluation Model:** Developed by Donald Kirkpatrick, this model evaluates training effectiveness at four levels: Reaction, Learning, Behavior, and Results.
- **Action Learning:** A problem-solving approach that involves learning through real-world projects and reflecting on experiences to promote individual and organizational development.

## 2. Career Development Theories:

- **Holland's Vocational Choice Theory:** John Holland's theory proposes that individuals choose careers that align with their personality types, represented by six different vocational themes.
- **Super's Career Development Theory:** Donald Super's theory emphasizes the importance of life roles, self-concept, and career adaptability in an individual's career development process.

### 3. Adult Learning Theories:

- **Andragogy:** Proposed by Malcolm Knowles, this theory suggests that adults have specific learning needs and preferences, such as self-direction and relevancy, which should be considered in designing effective training programs.
- **Experiential Learning:** Developed by David Kolb, this model emphasizes learning through experience and reflection, involving four stages: Concrete Experience, Reflective Observation, Abstract Conceptualization, and Active Experimentation (the Kolb Learning Cycle).

## 4. Motivation and Performance Theories:

- **Expectancy Theory:** Victor Vroom's theory posits that individuals are motivated to perform tasks based on their belief that effort will lead to performance, and performance will lead to desired outcomes.
- **Goal Setting Theory:** Developed by Edwin Locke, this theory suggests that specific and challenging goals can enhance motivation and performance.
- **Self-Determination Theory:** This theory by Deci and Ryan highlights the importance of autonomy, competence, and relatedness in driving intrinsic motivation and psychological well-being.

## 5. Organizational Development (OD) Theories:

- **Lewin's Change Management Model:** Developed by Kurt Lewin, this model outlines a three-step process for managing change: Unfreeze (prepare for change), Change (implement new practices), and Refreeze (stabilize the change).
- **Appreciative Inquiry (AI):** AI focuses on identifying and amplifying an organization's positive aspects to drive change and improvement.
- **Systems Theory:** This theory views organizations as complex systems, where changes in one part can impact the entire system, emphasizing the interconnectedness of various components.

## 6. Talent Management and Succession Planning:

- **9-Box Grid:** A talent management tool that assesses employees' potential and performance to identify high-potential individuals for succession planning and development.
- **Leadership Pipeline Model:** Developed by Charan, Drotter, and Noel, this model focuses on developing leaders at different stages of their careers to ensure a steady leadership pipeline.

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