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## **HUMAN RESOURCE DEVELOPMENT MECHANISMS, HUMAN RESOURCE DEVELOPMENT OUTCOMES AND ORGANIZATIONAL EFFECTIVENESS**

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### **Abstract**

**Purpose:** In the present day organization main central issue is improvement in productivity through organizational efficiency. HRD mechanisms and HRD outcomes are key indicators in ensuring successful improvement on organizational efficiency. HRD mechanisms can also be utilized by organizations to transform it as well as give it competitive advantage in the current global economy. This study seeks to establish relationship between HRD mechanisms, HRD outcomes and organizational efficiency.

**Methodology:** This research work simply gives a desk top overview of the adapted variables by reviewing previous research work done by other scholars on the same area as well as other similar document relevant to this area of study. Desk research is not about collecting data. Instead, is to review previous research findings to gain a broad understanding of the field. Books and journals will be used to collect information. To identify the right journals and books several keywords such as performance, appraisal and training, organizational efficiency, Human resource development were searched in google.

**Findings:** The finding reveals that HRD mechanisms and HRD outcomes are highly correlated to organizational effectiveness by enhancing employee capabilities hence enabling them to not only deal with current but also future challenges faced within the organization hence promoting organizational effectiveness. This study focused on two HRD mechanisms; training and performance appraisal; research can therefore be done on other HRD mechanisms that affect organizational effectiveness.

**Unique contribution to theory, practice and policy:** This study therefore recommends that organization need not only to invest time but also money on various HRD mechanisms owing to their greater impact on organizational effectiveness. Use of HRD mechanisms equips employees with knowledge, skills, attitudes as well as competencies that are positively correlated to organizational effectiveness. Organizations should therefore focus on using several HRD mechanisms to enhance employee's knowledge, skills, attitudes as well as competencies hence improving the effectiveness of the organization.

**Keywords:** *Organizational Effectiveness, Human Resource Development, Organizational Resources*

## 1.0 INTRODUCTION

Globalization has challenged organizations in various ways; due to this organizations have to ensure that they work towards remaining effective in the competitive market by effectively utilizing HR to attain organizational effectiveness. For an organization to effectively utilize HR to attain organizational success, HRD (Human resource development) is imperative for organization. Employee performance objective has to be aligned with organizational policies to ensure that the entire process is more strategic and of people centric perspective. Jena & Pradhan (2014) HRD works towards enhancing individual employee's knowledge, skills, self-confidence as well as career potential. It therefore plays a significant role of equipping employee with necessary tools to self-actualize within the organization as well as in their career line. Dr. David *et. al.*, (2012).

Year in year out same organizations are categorized as most preferred employers than others. This can be linked to the HRD mechanisms different employers have adopted in their organization as well the resulting the HRD outcomes. Research indicates poor employee training and development as the most frequently cited source of organizational inefficiency. Nancy *et.al.*, (2010) notes that with the changing organizational requirements adapting training as a measure to ensure employees efficiency and performance is inevitable for organization. The best way through which organizations can respond to the challenge of globalization is through adapting HRD mechanisms whose outcome would lead to organizational efficiency, hence gaining competitive advantage. Organizational performance appraisal system has also been cited to be a contributing factor in organizational effectiveness. According to Rowland and Hall, (2012) when performance appraisal system is utilized in the right manner, it would highly and positively contribute towards organizational effectiveness by increasing in the level of employee work commitment thereby resulting in to effectiveness of the organization.

### **HRD Mechanism and HRD Outcome Concept**

HRD mechanisms is a very popular and newly adopted concept in the modern industrial world this is as a result of realizing that organizational success depends on a predicted behavior of a system created by the HR. HRD mechanisms refers to allocation of organizational resources in programs and activities designed to improve employee's knowledge, skills and work related to competence. Choi J.N,(2010) Organizational growth can only be possible through collaboration and consolidation of varied HR around the goals and objectives of an organization. This makes it essential to create appropriate work culture environment that would enable achievement and accountability within the organization, which is a major management responsibility. Appah.*et.,al* ( 2012).This has therefore led to the emergence of HRD mechanisms concept which is multi-dimensional with its main concern being developing knowledge, skills, sound relationship and meaningful organization for purposes of increasing employee performance hence improved output. HR being a significant factor in production makes HRD mechanisms necessary in order to develop employee's competency. Appah.*et.,al*( 2012). HRD mechanisms concept has been and is basically concerned with individual development in order to help a person develop skills and abilities since an individual is seen as a key driver to development. Dr. David (2012)

According to Jane &Pradhan,(2014). HRD mechanisms as a concept should be an entrepreneurial function to increase the significance of the human resource development.

Learning experiences organized for specific time and designed to bring about behavioral change, learning experience refers to purposeful learning and not by accidental learning. Pradhan, describes HRD to be an engineered process having a set of mechanism. This clearly shows that HRD mechanisms mainly refer to training, educating and development; it focuses on present job, education as well as future work requirement and employee development. HRD mechanisms have been associated with a number of positive outcomes in an organization such as; employee commitment and competency. Employee training would result to highly competent employee, development of new skills, knowledge as well as change in employee attitudes towards work. Choi, (2010) Haslinda, (2009) further notes that; implementation of HRD activities result in to increased employee's commitment and motivation towards their job hence improving interpersonal and interdepartmental relations. HRD mechanism as a multidimensional concept is still in its developmental stage; however globalization has revolutionalised the way business is to be carried out with intense competition amongst local as well as international players.

### **1.2 Statement of the Problem**

In the recent past organizations have found themselves at cutthroat competition due to the increased in globalization. The rate of globalization has been a challenge to many organizations as a result of which a number of organizations have found themselves been thrown out of balance. Research reveals that for an organization to be able to survive within the global economy organizational effectiveness is paramount. According to Barshir *et. al* (2016) for an organization to effectively achieve outcomes of its intended produce HRD is key. HRD outcomes provide a basic foundation for building organization excelling in people, process, production and profits. HRD mechanism can be utilized by organization to realize full potential of its workforce through its related outcomes hence realizing organizational effectiveness which makes organization to gain competitive advantage over its competitors. Haslinda, (2009).

Therefore, in order for an organization to adapt HRD mechanisms that would enable them to realize organizational effectiveness, HRD mechanisms have to be strategically aligned with organizational goals and objectives. Several studies have been done both internationally and locally on HRD mechanisms and HRD outcomes among them; Outcomes of HRD interventions by Haslinda,(2009) who recommended further research to be done on HRD due to many organizations failing to align HRD with organizational goals and objectives which has resulted into inefficiency in such organizations. This research therefore strives to address this gap by establishing the relationship between HRD mechanisms, HRD outcome and organizational effectiveness.

### **Objectives**

#### **General Objectives**

The general objective of this study is to evaluate the ways by which HRD mechanisms; HRD outcomes affect the organizational effectiveness.

#### **Specific Objectives**

The specific objective of this study is:

- i. To establish the relationship between HRD mechanisms and organizational effectiveness.

- ii. To determine the effect of HRD outcomes on organizational effectiveness.
- iii. To find out the moderating role of technology between HRD mechanisms, HRD outcomes and organizational effectiveness.
- iv. To evaluate the mediating role of organizational resources between HRD mechanisms, HRD outcomes and organizational effectiveness.

## **2.0 LITERATURE REVIEW**

### **2.1 Conceptual Overview**

In an organization HRD is basically concerned with an organized series of learning activities within a specified time frame designed to bring about behavior change. According to Nadler, I. (1980) HRD as a concept was first applied in 1968 in George Washington University. In 1969 HRD was again used at a conference of American Society for Training in Miami. However HRD as a concept started gaining popularity in the mid-1970s with many using it as an alternative for training and development. Barshir et. Al., (2016)

#### **2.1.1 HRD Mechanisms and HRD Outcomes**

HRD mechanisms refer to the method or instruments available for organization to develop competence of the employees. It is a strategy to transform human resource input into output, input are the people, the individuals, groups and the total human organization. The transformation process are simply the managerial sub-system for acquiring, developing allocating utilizing evaluating as well as conserving people within the organization and to the society in general. HRD involves all management decisions as well as practices that directly affect HR in an organization. Solkhe & Chaundhary, (2011)

HRD is not only a science but also an art. It is a science due to its mechanisms and principles and an art because of its philosophy and skills. Its degree of art is greater than the degree of science as it is related with human beings values, skills, attitudes and perception. According to Appah.et.,al ( 2011). In an organization HRD mechanisms should be geared towards achieving HRD outcomes such as developing and realizing full potential of the workforce including management so as to maintain environment that is conducive to total participation, quality leadership as well as personal and organizational growth. HRD mechanisms such as training and performance appraisal are fundamental for organizational efficiency. Choi, (2010) notes that employee training would result to highly competent employee, development of new skills, knowledge and attitudes. According to Nicole, (2015) HRD patterns existed as long as the early days of man. For instance during a more primitive period transfer of knowledge and skills from one individual to another consisted of those needed to provide food, shelter as well as tools for survival. Development of tools for purpose of providing survival needs more easily, natural skills and abilities of human labor became exposed resulting to natural division of skills crafts such as weaving and carpentry.

#### **2.1.2 Stages and Historic Evolution of HRD Mechanisms and HRD Outcomes**

Human resource development as a discipline is of relatively recent origin. However, the concept upon which human resource development has been based shows that HRD as a concept has existed longer than that. Egyptian records dating 3000 and 500 B.C.E show evidence of communication, language and professional skills. Mankind learning curve remained modest and



primitive until Greek and Roman era; who's political and social agendas to come up with learning institutions resulted to more sophisticated development. Greeks recognized education as necessary to human development, as a result this lead to permanent imprint of Greek Philosophy on education. Tokuhama- Epinosa, (2011) Pre-industrial era is characterized by the Greek philosophers Plato and Aristotle as well as; the early apprenticeship training programs that existed in the eighteenth century and early vocational education programs that existed in between 1809 and 1917. According to Nicole, (2015) Human development philosophy expanded from trade and arts education in between mid 400BC to early 300BC. Plato and Aristotle, the Greek philosophers significantly contributed important insights and educational thoughts to human development. Plato introduced an elaborate system of knowledge, politics and educational theory while Aristotle used scientific enquiry method to systemize knowledge. Christianity is said to have significantly influenced training and education by middle ages beginning early 300s to early 1300s. The church had the responsibility to control institutions and was instrumental in cultivating curriculum for secondary and higher education, much of which extended beyond medieval period. Renaissance era, 1400 to 1800 brought about inventions, ideas and arts, hence resulting in to the existence of the skilled crafts men much of which continues to underlie today's technological advancements. During the early apprenticeship training programs, there existed small shops operated by artisans who produced all house hold goods such as: furniture's, clothes and shoes. An increase in demand for these products necessitated employment of workers to meet the demand. Shopkeepers had to train their own workers due to lack of vocational or technical schools during this period and time. Trainees worked in the shop until they became proficient in their trade for little or no wage. According to Nicole, (2015) separation of skills and crafts brought about the cooperation of people for goods and services as well as transfer of skills and crafts.

According to Jon & Randy, (2009) apprenticeship model was also adapted in training of educators, attorneys as well as physicians. As late as 1920s, a person apprenticing in a law office could practice law after passing a state supervised examination. Apprentices who mastered necessary skills could be considered 'Yeomen' hence could leave their master to establish their own crafts shop. However those who could not afford to buy tools and equipment's needed to start their own shops opted to stay with their master. An increase in 'Yeomen' made master craftsmen to form a private network 'Franchises' to enable them regulate product quality, wage, hours and apprentice testing procedures. As a result of this, this lead in to the outcome of crafts guilds growing to powerful political and social forces a move that made 'Yeomen' to find it difficult to establish their own craft shops. On the other hand, 'Yeomen' formed a separate guild known as 'Yeomanries' which was meant to balance powerful craft guilds by creating a collective voice in negotiating higher wages and better working conditions 'yeomanries were the fore runners of modern labor unions (Jon & Randy, 2009).

Early vocational education programs were pioneered by Dewitt Clinton in 1809, who founded the first recognized, privately funded vocational school referred to as manual school meant to provide young unskilled people who had either criminal or unemployment records with occupational training. Due to this, this offered solution to public problem hence making manual schools to become popular in the western states, hence the early forms of occupational training established the basis for vocational education. Smith-Hughes Act which recognized the value of

vocational education through granting funds initially worthy 7million dollars annually was passed in 1917. These funds targeted programs in agricultural trades, home economics, industry and training of teachers. Currently, vocational instruction form a significant part of each states public education system. Current concern about skills gap makes vocational education to become even extremely important. Industrial revolution followed guild system with the emergence of steam engines and new energy source, whose outcome was changes in the old economic social and political systems, which were precipitated in manufacturing by a new doctrine, invention and utilization of new tools, processes and machines. This formed the introduction of early training programs for semiskilled and unskilled workers (Jon & Randy, 2009).

With both apprenticeship programs and factory schools offering training to skilled workers, this left a gap of very few companies offering training programs for unskilled or semiskilled workers. Two significant historic events changed this: introduction of the T model by Henry Ford in 1913 marked the first significant event. Model T was the first car to be massively produced on an assembly line; this required training of semiskilled workers to perform several tasks. Jon & Randy, (2009) new assembly played a significant role in cutting down production cost. Ford also lowered T model cost making it affordable to a larger segment of the public. More assembly lines were designed due to increase in demand for the model T; hence resulting in to provision of more training opportunities. New manufacturers who entered the automobile manufactures at this time also used assembly line process leading to accretion of semiskilled training programs.

Second historic event was World War 1. According to Jon & Randy, (2009) world war1 brought about high demand for military equipment's, many factories including those that produced no military goods had to retool machinery and retrain their workers as well as the semiskilled in order to meet the high demand. For instance is US shipping Board coordinated training of ship builders? Charles Allen, director of the training acme up with a four step instructional method known as 'show, tell, do ,check' for all the training programs offered by the shipping Board a technique that was later named job instruction training (JIT) which is still in use today in training workers basic job elements. Industrial revolution was however characterized by several injustices under the cover of economic freedom hence the system was accompanied by unhealthy work surroundings, long work hours, fatigue, and monotony strain, likelihood of accidents and allied repercussions which reduced personnel relationships significance making workers to lose gratifying feeling of being significant to task performance, hence resulting in the emergence of social movements. Social movements such as labor organization, civil rights and religious freedom proved relentlessly that training and development was not only about organizational ideas but its rather cyclical process through which idea is found, analyzed rationalized, implemented and learned. Callahan, (2013) Industrial revolution came hand in hand with various HR related challenges, this necessitated HRM.As a result the first personnel department in 1920s came into place.

Factory system came along with abuse of both unskilled workers as well as children; who could be subjected to unhealthy working conditions, long working hours and poor payment. This encouraged a national anti-factory campaign led by Mary Parker Follett and Lillian Gilbert; this campaign gave rise to 'human relation' a movement advocating more humane working conditions. Jon & Randy, (2009) Human relations provided realistic understanding of workers as important individuals rather than a ship of burden in a factory machine. Human relations

movement further highlighted the significance of human behavior on the job; which was also addressed by Chester Barnard, (1938) in his book *The Functions of the Executive*. Barnard described organization to be a social structure integrating traditional management and behavioral science application. According to Vijaya et al, (2016) multilateral diplomatic negotiation between administration and the personnel stretch to warfare period; this meant HR department became in charge of both organization and the society. The unifying factor here was: physical condition, protection and need for specialist. Regular need for authority to deal with manufacturing family made administrator to become a presenter for the society during planning held in operate union or superstore stewards. In between 1927 to 1932 several studies were conducted by researchers one of the experiment done at Western Electric Company in Chicago on effects of illumination on productivity revealed that regardless of illumination level, productivity went up on both test and control groups; hence no positive correlation between illumination and organizational efficiency. On the contrary showing attention as well as consulting with workers increased productivity. Roethlisberger, (1941) With the II world war as a background human relations movement continued in 1940s. Abraham Maslow published his motivational theory on human needs; he described human beings to be motivated by both economic and non-economic incentives. Maslow arranged human needs from lesser to greater potential and categorized them into lower order(basic survival) and higher order(psychological needs).Maslow theory here reinforces the opinion that workers varied needs and desires play a significant role in motivating them in the workplace (Roethlisberger, 1941)

According to Jon & Randy, (2009) II World War made it necessary for industries to retool their factories once more in support for the war effort. This led to establishment of new training programs with both unions and large organizations. Federal government established training within industry (TWI) service responsible for coordinating training programs across defense related industries. TWI was also responsible for training instructors, meant to teach their programs at each plant. By the end of the war, TWI had trained over 23,000 instructors, awarding over 2million certificates to supervisors from 16,000 plants unions and services. Defense related companies also formed their own training departments whose instructors were trained by TWI. Departments were responsible for designing, organizing and coordinating training across the organization. The first school to offer human resource at college –level in the world is the school of industrial and labor relations at cornell University. To date school of industrial and labor relation continues to offer education at undergraduate, graduate and professional levels; and it operates a joint degree program with Samuel Curtis John Graduate School of management, which has been termed as the crown jewel for aspiring professionals by human resource patriots.

Vijaya et al, (2016) due to emergence of profession, American society for training directors (ASTD) was formed to establish standards. Requirement for full membership in AST included: college or university degree and two years' experience in related field of five years training experience. This meant that a person either working in a training function or attending college qualified for associate membership. Jon & Randy, (2009)At this period and time professional trainers realized their role was more than just classroom training, due to organizations moving towards employee management. According to Jamrog & Overholt, (2004) during the early 1960s personnel function was seen as purely administrative role such as record keeping and employee



relations, level of significance increased due to the passing of civil Rights Act in 1964. Emphasis on workers civil rights and the related cost to organizations, made significant resources devoted to compliance. This called for trainers to also coach and counsel employees; a move that expanded training and development to involve: interpersonal skills such as coaching, group process facilitation and problem solving. Due to the additional emphasis on employee development ASTD was renamed as American Society for Training and Development (ASTD). In the late 1970s and early 1980s several conferences had discussions that majored on the rapid expansion of HRD as a profession, this resulted to ASTD approval of human resource development to include the new growth and change. New and influential books came into place in the late 1980s and early 1990s by individuals such as Leonard and Zeace Nadler which helped in not only defining but also clarifying HRD as a field.

According to Jon & Randy (2009) HRD has also come through professional associations, which offer training and certification to members. The largest professional association dedicated to HRD is SHRM based in the USA and has over 250,000 members in 140 countries. SHRM, (2011) the oldest professional human resource association, having its predecessor institution founded back in 1918, is the chartered institute of personnel and development, based in England. Vijaya et al (2016) Although HR departments highly contributed to organizational efficiency in 1970s and 1980s, changing from personal to human relations came with not only international competition but also increase in cost hence many corporate leaders saw department as a non-value added burden on their financial resources a view that brought about the effort to change from focused activities to strategic activities so as to make HR department become partners in fulfilling strategic needs of the organization. Jon & Randy, (2009) Dunn (2006) in the 1990s to date, efforts have been made to reinforce HRD strategic role in both organizational goals and objectives. By the year 2007, ASTD had more than 70,000 members in 100 countries and still remains as the leading professional organization for HRD professionals.

### **2.1.3 Key Drives to the Evolution of HRD Mechanisms and HRD Outcomes**

The key drive to HRD mechanisms could be categorized into four key areas mainly improvement of individual as well as group effectiveness; improving effectiveness of the organization as well as organizational performance; to develop knowledge and skills and competencies and lastly to enhance human potential and personal growth. At individual level HRD works towards enhancing individual employee's knowledge, skills, self-confidence as well as career potential. It therefore equips employees with necessary tools to self-actualize within the organization. For instance during the early apprenticeship training programs, an increase in demand for products necessitated employment of workers to meet the demand. Shopkeepers had to train their own workers due to lack of vocational or technical schools during this period and time. Nicole, (2015) At organizational level HRD focuses on influencing employee's knowledge and skills towards achieving organizational values as well as aligning them to the external environment. Dr. David et.al., (2012) Introduction of the T model by Henry Ford in 1913, which was the first car to be massively produced on an assembly line; required training of semiskilled workers to perform several tasks. Jon & Randy, (2009)

Another historic event is World War 1. According to Jon & Randy, (2009) world war 1 brought about high demand for military equipment's, many factories including those that produced no

military goods had to retool machinery and retrain their workers as well as the semiskilled in order to meet the high demand. Injustices that characterized industrial revolution under the cover of economic freedom making the system to be accompanied by unhealthy work surroundings, long work hours, fatigue, and monotony strain, likelihood of accidents and allied repercussions which reduced personnel relationships significance making workers to lose gratifying feeling of being significant to task performance. Due to this, social movements such as labor organization, civil rights and religious freedom proved relentlessly that training and development was not only about organizational ideas but its rather cyclical process through which idea is found, analyzed rationalized, implemented and learned. Callahan, (2013) II World War, which made it necessary for industries to retool their factories once more in support for the war effort. This led to establishment of new training programs with both unions and large organizations. Jon & Randy, (2009) Passing of civil Rights Act in 1964, this made professional trainers to realized that their role was more than just classroom training. Emphasis on workers civil rights and the related cost to organizations, made significant resources devoted to compliance. This called for trainers to also coach and counsel employees; a move that expanded training and development to involve: interpersonal skills such as coaching, group prices facilitation and problem solving. Jamrog & Overholt, (2004)

## **2.2 Theoretical Review**

### **Goal Setting Theory**

Goal theory was advance back in the year 1980s, when motivation theory largely focused on the need for setting goals for employee. According to David, Song, Hayes and Fredin, (2007) the proponent of goal theory showed higher level of motivation, hence high level of employee commitment in their work when they are presented with explicit goals that they are supposed to meet. Gomez Minambres,(2012) and Dan,(2014) supports the goal theory in their study by noting that an employee is likely to record high performance in the presence of specific goals and objectives to be achieved.

### **Human Capital Theory**

Human Capital Theory was propounded by Theodore Schultz in 1961 and extensively developed by Becker, (1964), this theory forces on education and training as a source of capital within an organization. According to Lanre et al (2017) the theory suggests that education or training raises the productivity of employees through imparting them with knowledge and skills, hence cultivating positive attitudes, aptitudes, and other acquired traits that contribute to quality production in their work places. Organizations that engaged in human capital development, enhances employees' attitude to work. Becker, (1993) argued that investing in education and training is the same as investing in capital. Such investment does not only cost a person or organization but it is investment whose valuable return is great. Human capital is seen as knowledge, expertise as well as skills acquired through training and education. According to Doucouliagos (1997) investing in human capital play significant role in motivating employees as well as boosting their commitment which in turn positively affect employee and organization productivity. Based on Becker's theory investment in both formal or informal education affect individual productivity level and increases earning potential Gattiker, (1995).

## **Maslow's Hierarchy of Needs Theory of Motivation**

Maslow's hierarchy of needs is a human motivation theory. It is a theory in psychology anticipated by Abraham Maslow in his paper in 1943. Maslow believed that organizations would have better worker satisfaction if they kept employees in a cohesive environment. He emphasized that workers feel isolated from their environment, feel less motivated to work, hence decrease in overall productivity which in turn affects organizational productivity. Maslow (1943)

To date Maslow's theory remains relevant in every sector of our business and his ideas are widely used. Specifically Maslow theorized that there are five types of needs which motivate human beings and are presented in hierarchical manner. This indicates that these needs are aroused in a specific order from the lowest to the highest, such that the lowest need has to be fulfilled before the next order of need is triggered. Avneat, (2013)

According to Jesus & Mary (2013) if people grew in an environment in which their needs are not met, they will be unlikely to function as healthy individuals or well-adjusted individuals. High productivity is indeed a long term benefits of employee motivation, a motivated employee is always committed in their work hence he or she is a valuable asset and creates value for an organization by strengthening both business and revenue growth. Motivation works best if the right person having suitable skills is committed to their job.

## **2.3 Empirical Review**

### **HRD Mechanisms**

Having it in mind that HRD mechanisms key objective is to develop a more effective organization, the impact of HRD mechanisms would first be experienced at the employee level, hence HRD mechanisms should directly impact on the employees within an organization, mechanisms which include: training and performance appraisal, hence resulting in to desirable HRD outcomes if effectively utilized, this study looks at two HRD training and performance appraisal.

### **Training**

Training and development is an area of great concern in today's organization in the global economy since an employee's poor performance would affect organizational effectiveness. According to Abeba (2015) intensification of competition, as well as success of organizations where employee training and development is considerably emphasized, has led to the recognition of the importance of training and development in the recent past. Training and development is of benefit to the organization as well as individual employees. It leads to improved profitability as well as more positive attitude towards profit orientation, improvement of job knowledge and skills at all levels of the organization. Training and development is also important in improving workforce morale and helps employees identify with organizational goals. Training has become a core value in the dynamic competitive market environment. Human capital differentiates a great organization from a good one investing in effective training and development of human resources leads to achieving both long-term and short term benefits. Effective management of training and development programs by organizations would lead to achieving optimum returns from their investments. Engetou, (2017) Employee training and development programs offer arrange of significant benefits at various levels that include positive implications on the level of

employee productivity, high level of employee motivation and job satisfaction and improvement on work quality. John, (2013) However training to be a source of benefit in the organizational profitability it has to be aligned with the organizational goals and objectives this will ensure that not only relevant but also necessary skills are given attention to failure to which the organization might end up incurring losses due to directing its resources on training areas that are not relevant.

According to Haslinda, (2009) training of individual employee would enhance the work process and organizational performance hence achievement of organizational effectiveness. Theorists suggest that HRD main purpose is to develop individual employee by providing training and development activities that would enhance personal development and processes well as organizational effectiveness. Training and development has a highly positive effect on organizational performance hence an improvement in its effectiveness. Raja et. al., (2011) Tay et. al., (2012) survey on effects of training on organizational performance results indicated that both training- related measures positively affected the level of organizational productivity hence improvement in its effectiveness. According to Adedoyin et.al. (2018), increase in training and development will result to an increase in organizational performance. Therefore any organization interested in maintaining its standards of performance hence improving on its effectiveness training and development which is a HRD mechanism is a must in such an organization. Organizations who invest highly in employee training have been able to realize three times more increase in profits compared to their competitors. Jaoude, (2015) Never the less this call on organization to dig deep in to its resources for purposes of supporting relevant programs that are related to employee development through training, the only sure way of ensuring that the organization will not only remain relevant but also gain competitive advantage over its competitors, hence realizing organizational effectiveness.

### **Performance Appraisal**

Performance appraisal is highly accorded significance within an organization; this arises from the nature of today's global business environment marked by the need for achievement of organizational goals and at the same time remains relevant within the highly competitive global market through superior employee performance which is expected to result to organizational effectiveness. Chen & Eldridge (2012) Previously performance appraisal systems were criticized due to its reward of 'win lose' results as opposed to 'win win' results where the system promotes supportive and corporative behavior. Rowland and Hall, (2012) However when performance appraisal system is utilized in the right manner , it would highly and positively contribute towards organizational effectiveness through employee motivation hence an increase in the level of employee work commitment which intern is expected to result in to effectiveness of the organization. Adwo Benewaa et. al (2017) agrees with Rowland and Hall, (2012) by noting that it is greatly significant for organizations to attach great level of attention to the manner in which performance appraisal systems are designed as well as managed as this would enhance the overall organizational effectiveness. If well managed performance appraisal would play a significant role in identifying training needs, enhancing workers performance as well as improving on workers abilities hence stimulating employee morale and motivation. However, this call for more organizational resources to be set aside since coming up with a well-designed and effective performance appraisal system mean the services of professionals and specialists have to be sought in this case.

On the contrary Ramamoothie, (2013) basically highlights that performance appraisal system would only contribute significantly to the organizational effectiveness if only it's aligned with the organizational strategy. In addition feedback has to be given for purposes of encouraging the parties and also an indication of seriousness in carrying out the whole exercise. There is also need for prompt implementation of recommendations made during the appraisal system so as to deal with the gaps identified during the appraisal process an exercise that will again call for both financial as well as moral support from the organizational top managers.

### **Technology**

Improvement in productivity has become a concern of all organizations in public as well as private sectors; technology on the other hand has proved not only to be developing at a blinding speed but also to be the principal instrument for meeting many of the organizational concerns such as enhancing organizational effectiveness through increased productivity. Yves & Jocelyne, (2013) Therefore, implementation and application of new technology for purpose of gaining a competitive edge is a core and significant strategy in organizations. Information technology plays a significant role in a firm's ability to enhance business efficiency through innovations in products, channels and consumer segments. Anita et.al.,(2013) however for information technology to significantly ensure that a firm has the ability to enhance its performance by means of product innovation as well as customer satisfaction, this calls for organizational resources to be directed towards securing modern and efficient technologies that would see the organization be effective enough in carrying out its mandate.

According to Adeyeyetolulope, (2014) in his research on the impacts of technological innovation on organizational performance indicates that; there is need for technological innovation capabilities which serves as driving force towards organizational productivity and strategic planning capabilities, hence improvement in the effectiveness of the entire organization. For organizations to be more effective than its opponents, it must use complicated technologies which cannot be duplicated by competitors in product development as well as combination of original technologies and proactively expand new technologies hence innovating valuable, novel and distinctive product ideas. Hakala, (2011) this is expected to attract customers hence improve organizational effectiveness. Customers choose technologically superior products and services hence stick to a firm that has the capability to react to their choices in a more successful way. Adeyeyetolulope, (2014) further notes that for an organization to have value for its products there is need to have dynamic capabilities so as to adjust and respond to external environment appropriately. Value innovation involves new product concept or a different way of developing new opportunities using existing technologies and knowledge. This means that technology innovations call for full support from not only the work system but also from the organizational structure. This means that human resources have to be fully and well integrated into the organization system failure to which things are bound to go a mess. Zhongming Wang (2005)

### **Resources Available**

In order for an organization to be effective enough in the process of pursuing its mission through HRD mechanisms such as training and performance appraisal as well as being up to date with the modern technology hence remaining relevant in the market the only sure way to achieve organizational effectiveness; this calls for more resources to be set aside for purposes of



facilitating the above activities. Huan-Ming et.al (2015) in their research on effects of HR capability and internal customer satisfaction on organizational effectiveness note that; additional employee training positively impacts organizational effectiveness through employee satisfaction hence employee commitment towards realizing organizational objectives and customer loyalty.

Rhee et.al.,(2010) in a survey study noted technology to be linked to greater firm innovativeness by focusing organizational efforts on developing and utilizing resource in production of unique products for sustainability of competitiveness and effectiveness of the organization. However this means that the organization has to come up with ways through which the funds are to be generated to support the organizational programs. According to Grace et.al. (2018) fundraising efforts as well as how the available funds are distributed to meet the various activities and organizational operations within the organization is of great influence to the level of efficiency in an organization.

### **Human Resource Outcomes**

HRD outcomes provide a basic foundation for building an organization excelling in people, processes, products and profits, in specific HRD mechanism like employee training would result into a more competent employee. This would result into high level of commitment in to one's job hence development of more trust and respect of each other in the work place. HRD is also well known for inducing multi-skills to the employee. Haslinda, (2009) HRD plays a significant role in individual behavior, how they process information and how relationships are formed and developed. Dr.David, (2012) According to choi, (2010) employee training would result to highly competent employee, development of new skills, knowledge and attitudes. There is also better clarity of norms and standards hence people become better aware of the skills required for their job. Due to greater objectivity in the administration of rewards people becomes more committed to their work and therefore this would result in to organizational effectiveness. Haslinda,(2009 ) and Bashir,(2016) agrees with Choi,(2010) According to Haslinda, (2009) in his research on outcomes of human resource development interventions note that; implementation of HRD activities resulted in to increased employee's commitment and motivation towards their job as well as improving interpersonal and interdepartmental relations. He further reports that HRD interventions have resulted to improved employee capabilities on the job, productivity and efficiency as well as enhancing quality of goods and services. An organization that has satisfied, committed and dynamic employee would do better in comparison to an organization that scores low on HRD outcome variables. HRD out comes can influence the organizations business goals which may be in terms of higher productivity, cost reduction, more profit , better image and more satisfied customers as well as stakeholders. Bashir *et.al.* (2016)

HRD is also highly related to better collaboration and team work which produces synergy effect hence greater reediness by employees to accept change. Implementation of HRD programs and activities provided to employees, result to individual and team development hence work process improvement. Dr.David *et.al.*, (2015)Given that HRD mechanisms is to develop a more effective organization, the impact of HRD mechanisms would first be felt at the employee level , therefore HRD mechanisms should directly impact on organizational employees where they are practiced and if effectively done will result into a number of positive employee outcomes. The expected HRD outcomes would include: commitment to the organization, high level of effort and

involvement and a lower inclination for employees to leave the company. In return these HRD outcomes should result in to a more effective organization. This study goes ahead to research more on two different HRD outcomes which include; higher work commitment and job involvement and more competent people. Employees with high commitment to their supervisors are happy working with their current manager and feel that their manager is concerned about them and their problem. According to Christopher *et.al.*,(2005) companies where employee have higher commitment to their supervisors, higher level of trust in management and exhibit higher level of cooperation, the level of customer satisfaction; quality of both product and services in such companies was highest. In addition new product and service development was also highest in such companies.

### **Organizational Effectiveness**

Organizational effectiveness is the concept of how effective an organization is in achieving outcomes of the organizations intended produce. HRD is positively correlated to organizational effectiveness. Bashir *et.al.*, (2016)An organization is a people created system, for this reason when motivated and incorporated to the system this would result to achievement of the set goals and objectives. Therefore more motivation the organization directs to the employee, the more reward the employee would provide in return hence making the organization to be more effective. Dritan *et.al.*, (2015) According to Luo Lu,(2015) In order to make virtual teams work, there needs to establish trust, it is also important to closely monitor team processes to ensure that team stays together and continue working for a common purpose or goal. According to Abd *et.al.*, (2013) employee training in order to acquire either individual or managerial skills and process skills significantly improve on organizational effectiveness. In that knowledge protection interact with both managerial and individual skills training to improve organizational effectiveness and knowledge acquisition, knowledge application and knowledge protection interact with process skill training to enhance effectiveness. According to Dritan& Shyqyri, (2015) notes that good communication and relations between managers and subordinates as well as employees is highly significant in either decreasing or increasing the organizational efficiency. Good communication would result in to better clarity of norms and standards, this enables employees to became more committed in their job due to greater objectivity in administering of rewards as a result people develop trust and respect for each other hence promoting organizational effectiveness. Haslinda(2009)

### **3.0 RESEARCH METHODOLOGY**

This research work simply gives a desk top overview of the adapted variables by reviewing previous research work done by other scholars on the same area as well as other similar document relevant to this area of study. Desk research is not about collecting data. Instead, is to review previous research findings to gain a broad understanding of the field. Books and journals will be used to collect information. To identify the right journals and books several keywords such as performance, appraisal and training, organizational efficiency, Human resource development were searched in google.

### **4.0 CONCLUSIONS AND RECOMMENDATIONS**

## Conclusions

In conclusion HRD mechanisms and HRD outcomes enhance employee capabilities that would enable them to deal with not only current but also future challenges faced within the organization. Research show that employees from organizations that highly use HRD mechanisms; have high level of HRD outcomes. This means that employees of organizations employing effective HRD mechanisms are likely to demonstrate more problem solving, higher job satisfaction and work motivation as well as lower inclination to; leave the organization. John, (2013)

## Recommendations

This study therefore recommends that organization need not only to invest time but also money on various HRD mechanisms owing to their greater impact on organizational effectiveness. Use of HRD mechanisms equips employees with knowledge, skills, attitudes as well as competencies that are positively correlated to organizational effectiveness. Organizations should therefore focus on using several HRD mechanisms to enhance employee's knowledge, skills, attitudes as well as competencies hence improving the effectiveness of the organization.

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