The Model of Human Resource Development System's Evaluation

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Abstract. The aim of this paper is to present model of human resource development system evaluation. Authors suggest an evaluation model of human resource development based on qualitative criteria selected from scientific literature analysis and empirical research. The model includes comparison of formal human resource development system data and employees' approach to this system according to organization's position for human resource development; identification of development needs and awards in accordance with deserts; the functions of human development system and human resource development works and evaluation.

Keywords: human resource management, human resource development, human resource development evaluation.

1. Introduction

Increasing amount of the information form all around, importance of the technologies the topicality of the human resource development in the organizations is more and more growing. Human resource development (HRD) is important only to that degree to which they help to cultivate purposefully enterprises and their employees, organize purposeful selection of the personnel, its allocation, and work with employees, involved into substitution plan. Human resource development in human resource management plays a very important role and its development is not only theoretical problem. Today this problem is topical also to the developing organizations, which, at today their stage of growth, have felt that it is necessary to establish regular human resource development system (Kumpikaitė and Sakalas, 2005; Kumpikaitė and Sakalas, 2007).

Globalization process is topical to human resource management because it means remarkably increased competition. Thus, focus to servicing field and work requiring knowledge as well as emphasising of human capital also increases. Hence, now the control of globalization becomes the most important challenge, starting form worldwide labour force resources usage and finishing by recruiting, training and development and salaries forming, orienting to other EU countries and knowledge employees.

The aim of the paper – taking into account requirements raised to human resource development, to present model of the human resource development system evaluation.

2. The definitions of Human Resource development

Several definitions and frameworks of human resource development (HRD) were offered throughout the history. Nadler coined the term human resource development in 1970 and offered a model with three components: training, education, and development (Nadler and Nadler, 1991). Much of the published literature on the definition of the field has been focused in the west—originally, in the United States (Weinberger, 1998) and, increasingly, in Europe. However, human resource development is a discipline that is more developed in Western industrialized countries than the rest of the world. Therefore, defining HRD is not easy and up till now no single point of view or framework of HRD has been predominant (Dilworth,

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2003).Weinberger (1998) explored the different HRD definitions in the United States and concluded that there is no one agreement on definition of the field and that HRD is rather a mosaic of multiple perspectives.

3. Human Resource development evaluation

Evaluation begins with a clear identification of the purpose or results expected from the training programs. It would be expected that training programs are based on important organizational goals and improvement efforts. However, that connection must be directly guiding training efforts if training results are to be linked to organizational measures (Burrow and Berardinelli, 2003).

Evaluation can serve a number of purposes within the organization. According to Phillips (1996) evaluation can help to do following:

- Determine whether a HRD program is accomplishing its objectives;
- Identify its strengths and weaknesses;
- Determine its cost-benefit ratio;
- Decide who should participate in future HRD programs;
- Identify which participants benefited the most or least from the program;
- Reinforce major points to be made to the participants;
- Gather data to assist in marketing future programs;
- Determine if the program was appropriate;
- Establish a database to assist management in making decisions.

HR development is not an issue of a regulated system but rather an issue of approach. Having analysed the opinions of various authors (Thornhill, Saunders, 1998; Ulrich, 1998; Russ, 1997; Soliman and Spooner, 2000; Kumpikaite and Sakalas, 2008) and formulated the requirements for HR development the authors distinguish 5 directions of HR development system evaluation. This topic was more developed by Kumpikaite and Sakalas (2005):

- *The approach of the organization to HR development.*

In order for the HR development system to be effective, the approach of the organization to HR development should be positive, i.e., there should be a climate of learning. Strategies of the organization and HR development should be concordant. The organization should focus on continual changes and continual learning and should employ team-work methods.

- *HR development functions (work of HR development service employees (performers)).*

Conception "HR development function" covers HR development activity and processes, despite of who performs them. The success of HR development system activity very depends on HR development employees, their approach.

- *HR development works and their evaluation.*

When evaluating HR development system it is needed to clarify what works are carried out in the organization. It is necessary to look whether the training of new employees, organization of career and reserve, professional development and re-skilling are carried out, whether there is adaptation system in the organization. However, it is insufficient if wishing the effective operation of system; it is necessary to perform evaluation of HR development process and clarify whether are employees promoted for development. It is topical for processes of new employees training, professional development and re-skilling and adaptation.

- *Career and reserve organising.*

This point is very deeply connected with Hr development and their evaluation. More sophisticated it is evaluating reserve and career organization. These two works are concurrent, but it is impossible to evaluate them precisely, we can only state that the system acts or does not, and are employees and organization satisfied with this. Thus, according to the opinion of the authors when evaluating HR development system it is purposefully to distinguish these two works.

- Identification *of development needs and awards in accordance with deserts.*

The HR development system will act effectively only when the need for this development is properly identified. The functions of HR development (work of HR development service employees (performers)). The concept of "HR development function" covers HR development activity and processes, notwithstanding

of who performs them. The success of HR development system activity depends on HR development employees and their approach.

4. The model of human resource development evaluation

Having generalized evaluation methods and distinguished human resource development evaluation directions, the authors provide a human resource development evaluation model based on qualitative evaluation methods (see figure 1). The main idea and novelty of this model is to evaluate human resource development comparing formal human resource development system data and employees approach to this system. No one model provided in literature looked at differences between formal data and employees' opinion for human resource development.
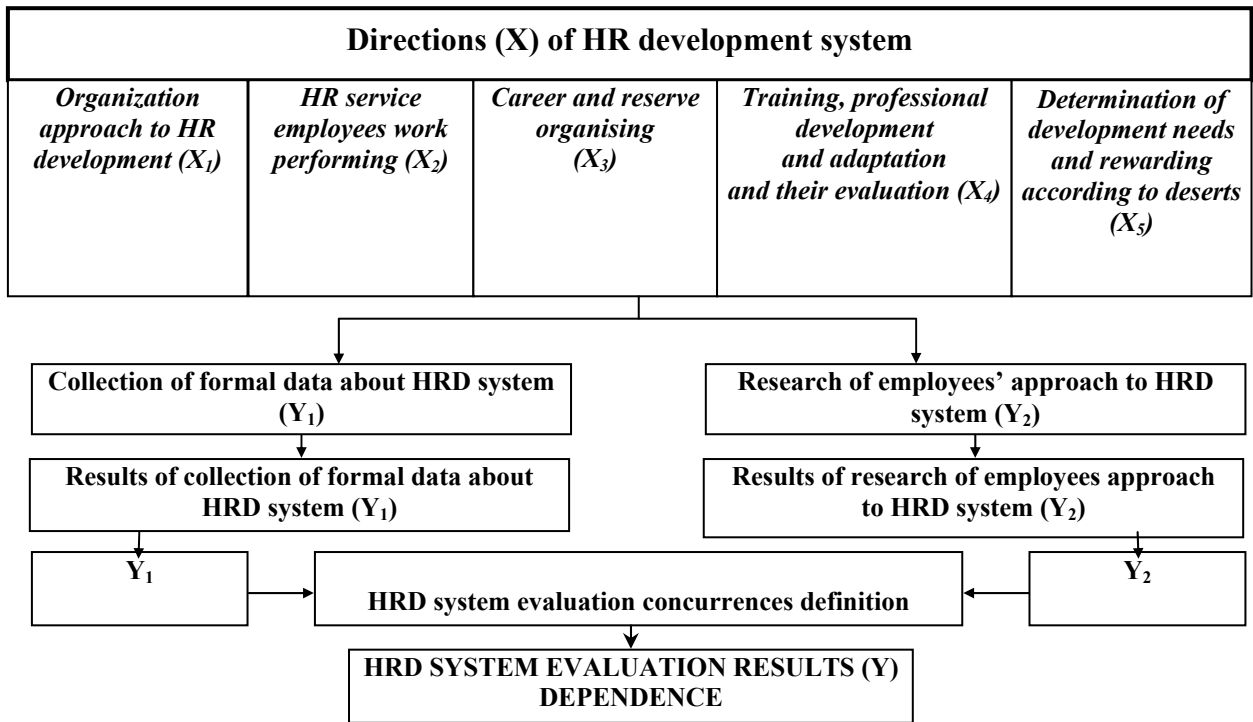
Directions (X) of HR development system				
Organization approach to HR development (X₁)	*HR service employees work performing (X₂)*	*Career and reserve organising (X₃)*	*Training, professional development and adaptation and their evaluation (X₄)*	*Determination of development needs and rewarding according to deserts (X₅)*

Collection of formal data about HRD system (Y₁)

Research of employees' approach to HRD system (Y₂)

Results of collection of formal data about HRD system (Y₁)

Results of research of employees approach to HRD system (Y₂)

Y₁

Y₂

HRD system evaluation concurrences definition

HRD SYSTEM EVALUATION RESULTS (Y) DEPENDENCE

Fig. 1: Human resource development system's evaluation model

In odder to evaluate the human resource development system in accordance with the needs of the organization and the interests of its employees it would be worthwhile to compare two sides of the issue:

Side Y1, which for evaluation purposes of the HR development system uses as many factual data as possible as well as the opinions of the employees – performers curating this area; which it is sought

Side Y2, which reflects the subjective opinion of employees – those using the HR development system services (see Figure 1), i.e. the rest of the employees are interviewed but not HR office staff.

Comparison of side Y1 and side Y2 data provides information about the actual HR development system. As a rule, side Y1 reflects the more desirable aspects of the HR development system evaluation rather than the actual aspects, while side Y2 reflects the more intuitive aspects.

Table 2 Criteria, defining effective human resource development system, according to the determined evaluation directions

Evaluation directions	Criteria, defining effective human resource development system	Possible variants of criteria evaluation	Result, when variant positive
I. Organization approach to human resource development	There is training climate in organization Organization and human resource development strategies are coordinated Organization is directed to continual changes and continual learning Principles of team work are applied in organization	Is / absent Coordinated/ uncoordinated Directed / undirected Are applied/ are not applied	Organization approach to human resource development is positive
II. Work of human resource development performers	1. Human resource development performers approach to human resource development system is positive	Positive / negative	Human resource development performers approach to human resource development system is positive
III. Organization of career and reserve	Career organization goes in the organization Reserve organization goes in the organization	Goes /does not go Goes /does not go	Career and reserve organization goes in the organization
IV. Training, professional development and adaptation and assessment of these works	Training of new employees goes in organization Employees receive sufficient information on human resource development issues Organization directs to individual learning Personal and organization needs are coordinated Continual professional development goes in organization The adaptation system is organized in organization Development process evaluation and promotion is going in organization	Goes /does not go Receive/ do not receive Directed / undirected Coordinated/ uncoordinated Goes /does not go Is/ absent Goes /does not go	Training, professional development and adaptation and assessment of these works goes in organization
V. Development needs definition and reimbursement according to merits	Employees work assessment is made in organization Reimbursement according to merits is organized in organization	Goes /does not go Is organized/ is not organized	Development needs are properly defined and it is reimbursed according to the merits in organization

In table 1 qualitative human resource development evaluation criteria, variants of criteria evaluation and possible results, according to the provided human resource development system evaluation model (see Figure 1) are given.

5. Conclusion

There are two possible ways of analysis of HR development system according to analysed authors:
- by distinguishing HR hiring and HR development, and
- by joining HR hiring and HR development.

The provided conception of HR development is based on the fact, that HR development distinguishing (limitation) is more organizational but not essence problem. Employees search, hiring has impact on HR development as well, since having hired active, competitive employees the further process of development lightens. However, the complex of problems also extends, thus reducing deepness of research. Therefore, in this research the first variant is chosen: HR hiring and development are distinguished.

Human resource development is one of possible solutions to organisational and individual performance problems. Whether development is the right solution depends on the cause of problem and the cost/benefit ratios. However financial methods in the field of the human resource development evaluation are difficult to apply, so much more attention should be paid to qualitative evaluation methods. Therefore the authors of this paper suggest an evaluation model of human resource development based on qualitative criteria. Moreover, their methodological idea is not common. The authors suggested to evaluate human resource development system by comparison of formal data characterising HR development system and opinion of HR service employees with satisfaction of rest employees with human resource development system served the purpose. Using this model we can expect to get more objective and real results of evaluation.

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