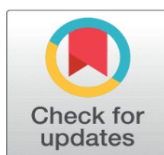
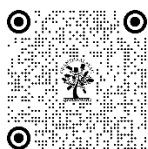


HUMAN RESOURCE SYSTEM MUST BE REPLACED BY OPD-SHRM (ONGOING PROFESSIONAL DEVELOPMENT STRATEGIC HUMAN RESOURCE MANAGEMENT)

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DOI

[10.29121/shodhkosh.v4.i1.2023.2133](https://doi.org/10.29121/shodhkosh.v4.i1.2023.2133)

Funding: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

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ABSTRACT

Old HR system based on profile while OPD-SHRM based on skills. The origin of Ongoing Professional Development is the evaluation of human psychology based totally on human behavior. The OPD concept is based primarily on the validation of the Herzberg hygiene-motivator theory, with OPD providing the motivators. Similarly, creating clear frames of recreation plans in a person's mind and then running with the person to find flow and have fun while turning in the best actions parallels. It instructs HR to rethink employee considerations in a new light so that they can yield greater results. Ongoing Professional Development is a novel way to consider the relationship that exists between an organization and its employees. Currently, HR practices are based on hundred-year-old models that are both powerful and ineffective. OPD is a complicated concept, unlike modern-day ones, that is supported by new technological advancements and is based on scientific proofs. After the OPD concept was implemented on clients in New Zealand, the results were tremendous and superior to those of traditional HR practices. When combined with Human Resource Practices, the OPD theory creates the OPD-SHRM system.

Keywords: Ongoing Professional Development Strategic Human Resource Management

1. INTRODUCTION

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. The origin of OPD is the analysis of human

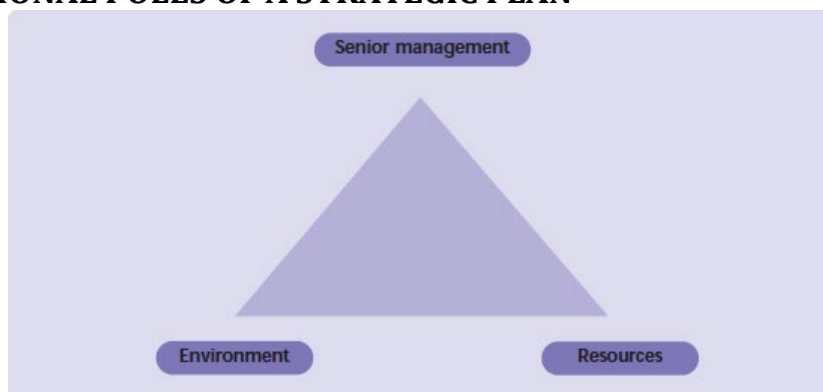
psychology based on human behaviour. It directs the HR to think about the employees in a new way so as to make them yield better results. OPD is a new way to ponder on the link that an organization and its people have.

STRATEGIC HUMAN RESOURCE MANAGEMENT

Kaufman (2010, p.286) describes as the “most exciting and fastest-growing area of research in Human Resource Management since the mid-1990s”. Becker and Huselid (2006, p.899), “the simplest description of the SHRM model is the relationship between a firm’s HR architecture and firm performance”. They also add that SHRM at its core emphasizes the role of HR management systems or practices as solutions to business problems, underscoring that it takes a systemic view rather than an individual view.

The word ‘strategy’ was first used in English in 1656 and comes from the Greek noun ‘strategus’, meaning ‘commander in chief’. In a management context, the word ‘strategy’ has now replaced the more traditional term, long-term planning, to denote an activity that top managers perform in order to accomplish an organization’s goals.

THE THREE TRADITIONAL POLES OF A STRATEGIC PLAN



Source: Adapted from Aktouf, 1996

The three variables are the senior management, environment and resources. Senior management determines the top level decisions, second variable an external environment which considered as market conditions and the third variable is the resource available to the company (Bratton, 2007). Wheelen and Hunger (1995, p. 3) define that strategic management as ‘that set of managerial decisions and actions that determines the long-run performance of a corporation’. Aktouf (1996) define strategy as the maintenance of a ‘vision of the future’ that is constantly updated by data on both the internal and the external environment. Strategic control is conceive a continual act, undertaken with the aid of the upper level of the employer, that requires steady adjustment of three primary interdependent poles: the values of senior management, the surroundings, and the resources available. Strategic control emphasizes the need to reveal and evaluate environmental possibilities and threats in the light of an organization’s strengths and weaknesses. Therefore, any adjustments in the environment and the internal and outside resources must be monitored carefully so that the goals pursued can, if necessary, be adjusted. The goals should be bendy and open to change, problem to the needs and constraints of the surroundings and what takes place within the status of the resources.

2. OBJECTIVE

1. To understand the concept of Ongoing professional development strategic human resource management.(OPD-SHRM)
2. To examine the influence of OPD-SHRM practices in motivating employees’ performance level in the organizations.

3. RESEARCH METHODOLOGY

To obtain the above objectives, the study applied a systematic review of literature review from various research articles. Based on the secondary data the study concludes that by adapting OPD-SHRM practices motivating employee’s performance level as well as improving the financial performance of the organization.

UNDERSTANDING THE CONCEPT OF ONGOING PROFESSIONAL DEVELOPMENT- STRATEGIC HUMAN RESOURCE MANAGEMENT

OPD idea is primarily based on the validation of the Herzberg hygiene-motivator theory with OPD offering the motivators. Similarly, building clear frames of recreation plans in an individual’s thoughts after which running with the

person to find flow and have fun even as turning in the best actions parallels McGregor idea X and theory Y. however, OPD presents the intellectual depth that is not gift within the unique idea. The 1920s Hawthorne experiments set down the foundation of management research, in particular into the question of "how does a leader achieve greatest team and staff performance?" inside the ninety years of substantial effort and good sized literature being generated, but there is still no systematic, scientific and causal answer to this question. Foremost effort was invested in resolving the query by using many researchers which indicates that there are basic problems no longer but grasped that disintegrate the attempt and reduce the efficacy of the solutions.

Dr. Little's proposition is the firm answer to the question, "How does a leader and managers achieve greatest team and staff overall performance?" and named the formulated idea OPD-SHRM (Ongoing professional development - SHRM). This principle became primarily based at the leadership attributes of the manager in encouraging and influencing the employees for the mutual benefit of each the worker and the employer. The final results of OPD-SHRM is good sized, and lots of New Zealand corporations have benefitted by way of imposing the OPD model in their SHRM and are experiencing a huge overall performance enhance with their personnel in terms of their effectiveness, efficiency and in addition to in phrases in their progressed satisfaction stage with the organization.

4. LITERATURE REVIEW

Little, (2019) spiritual model of humanity: improving rollout of strategy, this paper declares that to improve human capital improvement in company's calls for a scientific general theory of psychology. This paper ought to be study within the spiritual model of humanity, and as an extension of that version in utility to understandings how to hyperlink human ability to organizational results. This paper also explain how to change HR practices and define a ruthless rule, however finally we want carry the standard of our intellectual discussions to ensure we make the excellent decision on the thoughts followed as the ones most suit for living.. HR has only had 'normal' innovation and modern HR is limited and restricted as a result. The limitation is fully reflected in such things as the Deloitte annual presentation of best HR practice. Which is formal recognition there being nothing more than normal innovation in HR and the attempt to make it 'scientific'.

Graham little 2018 "The role of human recourse management in the modern organization" explains that why OPD theory is important for organization and how to achieve highest performance and greatest result in an organization and this theory answers to the question: what is the exact scientific link between people and an organization. OPD-theory™ is the way wherein every mind is connected to the outside world and to their thoughts and ideas of how to best manage it to benefit the results that provide them best personal pleasure while allowing the greatest chance of finest result. The concept does no longer change in organizing humans in relation to the outside circumstances and building their mind to manage those instances. The principle is the equal in 'organizations' from two people to two million.

Training plan for OPD authorized facilitator, prepared by little. Little explain about how to achieve greatest achievement through OPD. This is training plan for facilitator. This training plan provides step by step procedure for employer and employees. It is divided in many sections and every section provides clear view about OPD. This training plan include introduction, induction, time budgeting, audits, leadership and other important factor which is essential for HR. Graham Little (2018)

The 2017 Deloitte Survey, while reforming the ways organizations are handled by its people, posed a game changing question: *What if there was created a fully scientific theory of people, with a derived theory of people in organizations, how would that modify the report and its implications?* (**Graham Little, Ph.D. Research Paper on OPD-HCD**) The answer to this question was OPD Theory, which is purely scientific in nature, and derived from psychology

Pieter and Little (2015) the future of organizational design, studies reconsiders the area of humans in firms and places it on a description of environment basis to be able to cause progressed era for businesses. This paper also argues that organizational concept ought to originate from inside a general theory of psychology that money owed for all human endeavors. OPD idea gives an approach for designing and running a business enterprise that permits the greatest threat of strategic achievement. OPD principle challenges present day organization concept, redefines the concept of human capital, and links human sources (HR) expenses to the profit and loss account, and allows the capitalization of an organization's HR investment.

PK Sabarwal 2015 in their study on "An analysis of how HR policies and procedures impact on employee performance in New Zealand organizations" that study conducted on eleven service organization of New Zealand. This research take a look at exhibits that a better performing SHRM in an organization has a higher degree of presence of OPD factors and

organization can revel in a boom of 12% in overall performance with the incorporation of the OPD version in their SHRM process.

Little Graham (2013) explain in his article OPD theory: a new way of thinking HR, OPD-SHRM theory provides better results than any other HR system. This theory is an improved scientific link between people and organization. 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.

Case study conducted in 2011-12 reveals that the using of OPD model in 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. This case study shows practical example of the impact of OPD-SHRM on profits in an organizations and how to achieve greatest staff performances as well as organization profit.

KPIs → Ideal actions → Actual behavior

Causal link to results OPD profit profile link (OPDPPL) via each person's mind

Gain in results is $1 \times 2 = \text{OPDPIF}$ (OPD profit improvement factor)

(1) Input to move actual behavior closer to ideal actions. Typical is 8-16% improvement

(2) Typical for each 1% gain in performance sales increase 0.3%-0.4%, direct costs decrease 0.2%-0.3%

LEADERSHIP JUDGMENT: Team leader works with the team member to build clearer more effective personal game plans coordinated with the team game plan and ideal actions derived from goals. So goal-action is causally engaged in the organization.

LEADERSHIP EFFECTIVENESS: Team leader then guides & supports delivery of the personal game plan. Team leaders spend 20 minutes/month/role in one-on one discussion.

Little and PS Nell (2008) presents in-depth analysis of relevant literature and then reviews a successful new model. The model is based in social science and tested in practice guiding team leaders: (1) To better identify the ideal actions that enable the best possible result; (2) To engage staff minds with the ideals more precisely, with greater intensity so establishes HR as a strategic driver of organizational success. SHRM turns out to be the decisive factors of organizational success. Thus, the HR KPI's measure whether manager are implementing the necessary and sufficient HR processes within their team architecture and psychological structure will be in place so as to ensure the organization's strategy is achieved. If the HR-KPI's are fully implemented and the organization is not successful, then the senior leadership is assured that the problem originates from other external factors like market stabilization, economy conditions of country or product selection etc. The major advantage of using the model in organizations is that the HR-KPI's measure manager actions because it is not the HR manager or personnel implementing the respective processes. It is rather the role of HR department to ensure that supervisors and managers have the skills to implement strategic HR processes and to monitor that the processes are being applied.

5. FINDINGS

- Adapting OPD-SHRM model helps in improving employee's performance as well as improving the financial performance of the organization.
- OPD-SHRM practice improves the work life balance and quality of work of the employees and reduces the stress level of employees.
- OPD-SHRM approach encourages managers to engage their employees more frequently. OPD-SHRM provides environment where an employee is aware of their functions, and receive regular support and direction from the manager.

6. IMPLICATIONS FOR RESEARCH

The OPD-SHRM is a growing concept. It has a tremendous relevance to service sectors. Human input is the single largest input that goes in the service sector. The evidence of OPD-SHRM model as a version of HR practices lies in the fact is derived from the science of psychology unlike the general and intuitive understanding of human nature and the nature of employees. Future research must try to include different sectors and different countries so that a conclusive result can

be formulated. The study OPD-SHRM reflects the employee's performance of the organization and the finding are expected to provide useful insights to the manager, human resource and supervisor.

7. CONCLUSION

The current HR practices require and update because we are living in the era of the scientific advancement, and if the HR practices do not align with this advancement, the progress of the organization which has become more difficult due to cut throat competitions, and fluctuations in the economies due to globalization, will not be as desired. A result shows that OPD-SHRM study did not include manufacturing sector. a separate research can be undertaken for them as even these manufacturing sector employees constitute a large portion of the workforce.

CONFLICT OF INTERESTS

None

ACKNOWLEDGMENTS

None

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