

The Human Resource Development in the Learning Organization for the Organization Development

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Abstract. The objective of this research is 1.To study about human resource development in education area of Klongsamwa District Bangkok Province by using the private vocational college 2.To study the pattern of the human resource development in the learning organization for the organization development of private vocational college in Klongsamwa District Bangkok Province by doing the Qualitative Research and In-Depth Interview,The main of data providers are 15 person in personnel academic term in private vocational college under office of the Vocational Education Commission in Klongsamwa District Bangkok Province by using Purpose Selection ,considered from properties which matched the objective research and analyzed data by theory comparing and conclusion. From the research found that the pattern of human resource development in the learning organization for the organization development was presented by Model Pattern consist of 3 main element 1) personnel 2) organization 3) Information Technology The result can provide us to know about system pattern which effective to success of human resource development in the learning organization following with self manage capacity to be a learning organization, developing the human resource development's process according adjusting human resource development principal to be ready to support the new organization in organization development for new strategy changing. In addition it can be an orientation for executives to adjust the role of job operation, guideline the established policy for organization to be the most effective in organization development.

Keywords--- Human Resource Development , Learning Organization , Organization Development.

INTRODUCTION

Nowadays the Human Resource Development emphasize the leadership vision to staffs to gain the knowledge, proficiency, expertise and making effective decision and problem solving skill in organization. Developing the human resource with the new generation is currently important to inspire in job operation within Shared Leadership in organization. Because the current organization is not allow the only one executive person to make important decision or lead the organization to the goal. Therefore the human resource in organization must have leadership skill to lead the group in each situation alternately.(Bass&Bass,2008) Also presently of human resource development have a necessary thing.Because it is the most important valuable resource which high valuable investment. The kind of good human resource development consist of knowledgeable, skill expertise, ability to worth to investing for.

Significant developing is each person's development including worker development according to organization need. This process is gain good effect by getting new ideas for administration and quality job tasks to the organization. (Wichian Wittayaudom,2014)With advantage is sustainable competition and high performance, that's why the organization need to set the guideline of human resource management which is the significant resource to compete with others and be organization's capacity in effective way.(Suramongkol Nimjit and Threerawit Junteuk,2016)

Learning Organization is the concept and practical guidelines to emphasize organization, human resource development through strategy and learning procedure in continuing team throughout organization by using knowledge management concept and kinds of supporting factors in order to support equipment to create valuable body of knowledge and innovation to bring competent and quality to organization (Marquardt, MJ, 1996:28) When the organization develops to learning organization, according to researches and academics are confirmed that knowledge management is the main factor of Learning Organization Development especially in human resource's mind . (Benet,D.,) and Benet,A, 2008:72-94)

Organization Development's Objective is to support the organization including members for many points. First emphasizing the organization to set the high goal of operation and achieve it .Second to create highest efficiency in job operation. Third organization development can persuade members in organization to face the problem and to solve the disagreement in creative way, supporting for harmony attitude for solving organization's problem. To coordinate personal target including the organization's target, increasing the relationship between job unit , every relationship between commander to subordinate's level(Sunantha Lauhanan,2007:57)The organization development is the one of developed academic method to support each organization in order to succeed in currently fluctuated environment and be useful for being successful organization within challenging change situation.(Nathapan Khejaranan2008:109)

From the explained reason above the researcher would like to study about human resource development factors which can be effect to organization development according to the human resource development factors studying objective and study about human resource development in personnel academic term in private vocational college under office of the Vocational Education Commission at Klongsamwa District Bangkok Province. And for the receive result can be used for planning human resource management's guideline to bring more efficiency and organization's succeed.

RESEARCH'S OBJECTIVE

- To study about Human Resource Development in private vocational college Klongsamwa District Bangkok Province
- To study the pattern of Human Resource Development in the term of Learning Organization for Organization Development of private vocational college

IDEA CONCEPT AND RELATED THEORY

The researcher researched about theory following with documents collection and related research as *Human Resource Development*

Gilly and Egglund(1993) said to develop the organization's human resource always consist of increasing knowledge level , expertise skill, working ability, vocation development in the component of human resource development. By improving the action that is associated with the job task, knowledge development, skill and improve job's efficiency and vocational development. By focusing on improving the operation of working skill , related to tasks those will be assigned in the future.

Prochaska, J.,&Diclemente (1983)had presented the theory of Behavior Changing procedure, in the procedure and the belief is about the situation of changing must change by step by step not like a general situation also depends on different kind of Behavior's step. In addition each person of each level have to used activity's strategy in various way for processing to help the person can pass each step. Each changing step was called Behavior Changing Procedure (Chutima Katonyoo,2004:31) Behavior Changing like exercise, organization change, stress control, main structure of behavior changing procedure theory (Velicer et al.,1997)consists of Stage of Change, Process of Change and for the result assessment such as Decision Balance ,Temptation Scales. Furthermore behavior changing procedure is consisted experiential processes, behavioral processes to support behavior changing. Swansbury(1968)said Human Resource Development is the study of the person who want be self improvement in vocational and technical terms to enhance abilities for academics advancement promptly to fulfill and satisfy each personal curious.

Leonard Nadler(1980)said Human Resource Development is the period that let the human resource can gain more experience and learning to be useful to improve the job ability by having 3 methods which is, Training is the activity that causing the knowledge which emphasize to present job's operation. And for the main point is enhancing the knowledge level, positional staff's skill(Education) is the human resource direct development method because it can expand knowledge , attitude and skill, also adaptable to every situation to be ready for organization's expectation in the future. Development is the processing of organization improvement to be effective but not focus on the job , focus only the point that cause the change according to organization's need and prepare in order to get along with rapidly changing technology and environment.

Learning Organization Concept Idea

Marquardt and Reynolds (1994)said learning organization is the organization that its atmosphere can influence to personal learning or group learning rapidly . By using thinking process, criticize to find the cause to understand the happening. Also have a way of learning that is dynamic such as studying, managing and how to use the knowledge with modern technology to achieve the success accordingly. Marquardt (1996) presented that Learning Organization can be built by connecting of five relevant sub-systems and the main system is Learning Subsystem , Others four subsystems is Organization Subsystem, People Subsystem, Knowledge Subsystem, Technology Subsystem. All of five subsystem are important to affect each other because of lacking of the one will cause effect to other subsystem.

Senge(1990) presented in a book name the fifth discipline: The Art and Practical of Learning Organization is System Thinking, to be competent person , mind mapping's improvement, team's learning. Creating the shared vision also exchange knowledge to each other until causing the collaborative learning . Argyris and Schon(1978,1996) gave the opinion that the organization need to learn continually and always transfer the new knowledge and it means for organization learning and probably vital basement of improving the learning organization.

Organization Development

Burke and Schmidt (1971:45)said Organization Development emphasize the culture forming of significant Changing Target . Richard Beckhard (1969:9)set the meaning of Organization Development is the attempt of changing(Planned Change)plus considering in whole organization(Organization Wide)and manage from the top to increase organizational effectiveness and health through by planned for interventions in the Organization's Process. Using Behavioral Science Knowledge, to be emphasizing the process of organization development following organization's structure and quality improvement respectively.

Worley and Feyerherm(2003:97-115)set the meaning of organization development by emphasizing the giving suggestion about development processing by set the goal or predict the achievement from learning, skill or knowledge transferring in the system. Using the system's improvement intention by apply the behavior knowledge to plan the improvement to be effective organization by supporting the structure strategy and procedure in order to be effective organization.

THE METHOD OF THE RESEARCH

This research is the qualitative research by using Phenomenology Study which means Phenomena and human experience studying.The propose of this research is to improve the human resource development in the learning organization for the organization development of personnel academic at private vocational college under office of the Vocational Education Commission in Klongsamwa District Bangkok Province by processing as step procedure as

The main data provide

The main data provider is the personnel in academic at private vocational college under office of the Vocational Education Commission in Klongsamwa District Bangkok Province by identifying for 15 persons by the reason as

personnel in academic term are the main part of human resource development and learning organization in the organization.

Data Collect Equipment

The data collect equipment for this time is interviewing and researcher chose to use the vital equipment to collect perfectly according to objective by consist of the interview question guideline, notebook, pen, mobile phone, researcher and the main data provider

Data Collection

Collect from articles, Documents, Books and researches which related with concept idea of human resource development in order to make others aware of meaning and principal of this concept idea and using in-depth interview by interviewing the main data provider with question's theme about human resource development in the learning organization for the organization development. And researcher prepared the interview questions theme to the main data provider for advanced to give the chance to tell the work's experience and job operation freely. Also researchers can ask for correct or enlarge on additional information with another collecting method like observation without participation, taking notes and record to reflect the idea.

Data Reliable Checking

For the data reliable checking, researchers checked by Data Triangulation to prevent the lacking of data reliable and if the received data is not enough the researcher can do the additional collect by checking information and time different, place and personnel different. For this reason, each person can be provided the same data or not, if not the researcher should interview in different time and places in order to insist and clarify information.

Data Analyzing

Researchers used the conclusion fixing from interviewing to analyze by using theory principal comparing with Swanson Holton(2001:86-124)'s theory of human resource development and Senge(1990:3)'s theory of learning organization. If the process is complete then do the data synthetic analysis to find conclusion for next step.

RESEARCH RESULT

From studying about the human resource development in the learning organization for the organization development by interview personnel in academic term at private vocational college in Klongsamwa District Bangkok Province of 15 persons and the conclusion as follow. The human resource development of personnel in academic of education place to be learning organization to develop the organization in order to personnel in academic of private vocational college Klongsamwa District Bangkok Province and would like to establish the development as individual development and organization level which personnel academic development in the learning organization for the organization development as 3 elements as

1. Personnel Part

Is the human resource development of organization to be job's knowledgeable person and related know-how of operate job effective. And in personnel part is consist of 4 components as

1.1 Education

To provide the importance of the human resource development in the learning organization for the organization development, from the research found that giving important in human resource development for education part by establish the learning activity to prepare for job operation promptly in knowledge changing part. Which help each person can be enhance or succeed in human resource development to be learning organization as the main data provider said" In a part of personnel academic term of private vocational college by giving significant to improve the personnel academic's education such as teaching profession learning along with continuing education".

1.2 Personal Development

To make the human resource development in the learning organization for the organization development significantly in order to personnel's need to support for changing in the future to be learning organization for organization development. From the research found that having an importance into human resource development, in personnel development having a various kind of method according to the organization's establishment namely job training by real operation practice and using experienced person to teach and might be for upgrade the promotion or might be prepare for organization's job rotation.

This process doing by organization for let the staff emphasize to analyze, make them feel confident and help them to create the new notion through learning process. To enhance each person grow up and let the worker have more efficiency as the one person of main data provider said" the personnel in academic term at private vocational college give the vital to the seminar for create knowledge and understanding among personnel in the operation skill in a part of vocation and harmony in organization. Moreover the seminar might be setting as operational seminar to let the staff can be practiced by themselves, solving problems with discussion. Additionally might add the activity names walk rally to make staffs learn about teamwork and create the leadership vision to seminar participants".

1.3 Career Development

To giving the importance of the human resource development in the learning organization for the organization development. From the research found that the career development is the system process provided by organization to let the staff gain more confident as the person who fulfilled with properties and experience can work as organization's need promptly. The statement of one person in main data provider said" the personnel in academic term at private vocational college have giving crucial career development by 2main parts namely. First part as career planning by let staffs target the goal of the career and have ability to analyze the procedure to reach the goal. Second part as career management which is various kinds of opportunity and activities of organization to help increase the confident that organization can have man power more than necessary and need to use in the future.

1.4 Training

To provide the importance of the human resource development in the learning organization for the organization development, from the research found that training is the activity that can create learning, improving the currently job and can improve knowledge skill for job operation as the statement of main data provider as "In a part of personnel academic term of private vocational college have giving an importance for training which can increase the confident and developing the learning. The critical of training is to let each staff can work for presently job, Initially training is each person learning such as basic skill training for staff's effective job operation, orientation to let the new staffs know about organization objective and general policy. The training emphasized the personnel development to attempt skills and qualified job operation following the organization's need namely the training to meet the specifications of job, Training the spirit of teaching, Training the teaching techniques, Training of writing a teaching plan".

2. Organization Part

Is the organizing the system of organization to be ready to support the human resource development in the learning organization with efficiency. And in the organization part have 5 elements namely

2.1 Policy establishment

To put the vital into the human resource development in the learning organization for the organization development, from the research found that policy establishment is the method of systemic thinking pattern which be transferred to be a policy establishment from highest unit of education, it can satisfy the country's advancement and can be performed in education place continuingly with recentness and having the follow up and assessment as the one of the main data provider said "The education policy in the part of education evolution must be depend on responsibility system building to improve education quality in order to 21 century skill concept idea by let the academy have the responsible role more directly to parents and students and be the main role to develop the education quality. Also freely to manage the administration about curriculum setting, teaching method and assessment in order to 21 century skill concept idea to conform with vision and policy of academy."

2.2 Participation of the community

To giving the vital of the human resource development in the learning organization for the organization development, from the research found that in the participation of the community part is a good create interaction to lead the related community to participate in management and improve the academy in system pattern and durable. As the one of main data provider said "The academy provide the significant to participate of the community and accept that is the main factor to increase the organization improvement. If we are not acceptable for parents so they do not allow students to study in the organization, those moment can be impact to the organization in critical way therefore, have to protect this point to keep the organization stability."

2.3 Systemic Working

Is to giving an importance to the human resource development in the learning organization for the organization development, from the research found that the systematic working is the working with reasonable thinking with science principle by use the information to analyze, find the solution, perform and processing, appraise and conclude the result plus improvement for better way by using feedback information to the process of problem solving in systematic way until finish the problem solution as the one of main data provider said "the academy caring about systematic quality improvement procedure and continuingly by using feedback information procedure to bring into the problem solution procedure to improve into the better way. For this procedure performs by using students opinion feedback information to reflect about organization performance and solving the problem which student mention on for the next step until it is better."

2.4 Working as a Team

Is to giving an importance to the human resource development in the learning organization for the organization development, from the research found that working as a team is cooperation between colleagues to reach the goal of academy. And caring about team's opinion in decision making, meeting and work collaboration along with delightful in shared achievement as the one of main data provider said "The academy caring in teamwork because we have the work system as a team and clarified mastery in order to academy's administration planning system. Furthermore, in the meeting time is using brainstorm method to find job operation opinion to help increasing successful operation, because this method can support about considered planning, dealing with problem and following the result as a teamwork."

3. Information Technology

Is to giving an importance to the human resource development in the learning organization for the organization development, from the research found that information technology is being used in human resource development in the learning organization in systematic way by using knowledge management system, define data, information, news, researches, teaching contents and materials with a right assessment and suitable to the learning person. As the one of main data provider said "the academy having the knowledge management process to make it effective with 3 parts of information systematization as

The first part is for information technology management for instance, defined the personnel academic in various kind of category, transcript information, teaching plan making, studying equipment, schedules etc.

The second part is for the basic technology of learning namely the learning of new knowledge computers processing system, practicing new skills and abilities, making the information technology to be an information communicate through e-mail and internet, Wi-Fi system toward the academy area.

The third part operation electronic supporting generally having the knowledge management system for learning organization such a situation as if the operation plan, project is well done. It must follow with project conclusion report and be useful for the project conclusion report also making the knowledge management system, gathering the data and process the data result to be distributed the data correctly and fast.

The conclusion from the finding and analyzed data above, researchers would like to conclude the researcher's result about the human resource development in the learning organization for the organization development of personnel in academic term at private vocational college in Klongsamwa District Bangkok Province into the human resource development in the learning organization by main component as 3 points as Personnel, Organization, Information Technology as the shown of figure No.1

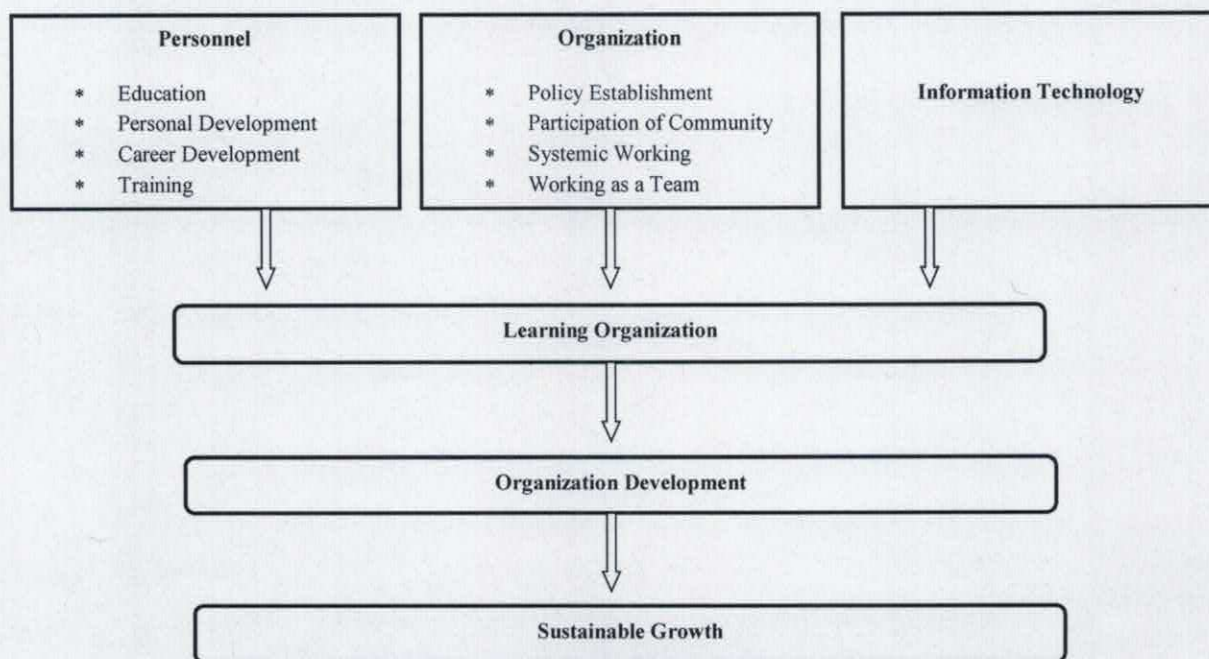


Figure No.1

The pattern of the human resource development in the learning organization for the organization development. From the figure No.1 shown that the human resource development in the learning organization for the organization development that create from the research is suitable for the organization's size which supporting the human resource development pattern in the learning organization, problem solving and gathering resources. Therefore, the significant method to lead the academy to be a successful and can be improve the potential continually. The context of human resource development in the learning organization for the organization development was divided as 3 parts as:

1. Personnel to develop human resource of organization to let the staff have knowledge in job also related skill to make the job operation effectively. In addition for the personnel division is consisting with 4 components such as education, personal development, career development and training.
2. Organization to systematize the organization to be ready to support the human resource development in the learning organization effectively. Besides the organization division is consisting with 5 components as policy establishment, participation of the community, systematic working, working as a team.
3. Information Technology is to give an importance to the human resource development in the learning organization for the organization development by defined the information system in 3 parts as
 1. Information Technology management
 2. Basic Technology of learning
 3. Operation Electronic supporting

These patterns can be improved in human resource development according to adjusting the guideline of human development process to support the strategy changing of new organization in the organization development such as General quality administration, Reengineering by creating the new plan pattern in order to what the organization need for support the attitude adjustment or stimulate the awareness of changing to predict factors clearly to be a learning organization. By being an intergrated learning of personnel, team, and organization together. Besides the changing of job procedure by using the human resource development process to training about job operation ,training to be ready for a recently technology and study about the organization's personnel's behavior and skill working together effectively.

On the other hand, for the thing that researchers would like to present is about emphasizing the development guideline which can be real practical in general way and need to improve in a concrete way. Because of human resource development's importance to be the learning organization is truly bringing the knowledge to use in a practical ways and learning from things those will be happen also improving for the next step to be a most effective development. And able to start to conduct in the academy with readiness to improve or at any school which ready in any factor in the same time according to the organization's goal.

DISCUSSION OF RESULT

From the research's result names the human resource development in the learning organization for the organization development can be explained as the point of human resource development in the learning organization for the organization development as From the research found that the human resource development in the learning organization for the organization development have the importance as might because of human resource development in the learning organization in the part of shared goal which is the sharing of participate to set the vision or organization development direction's activity, to emphasize the management for more flexibility to support the changing which can be happen all the time. Then the job operation in the organization happens in teamwork more than the past, for this reason can give more learning process to be developed the organization into the learning organization which conforms with Senge(1990)'s studied research idea concept that be explained as the importance role of the leader in learning organization is to planning to responsible with job achievement which require the learning and responsibility to the organization structure, strategic policy, and operation by the role of leader, instructor and be practice person with others members for the reason of currently social is the social of changing for learning.

The human resource development in the learning organization for the organization development have emphasizing point at cooperation and participate of organization members to improve the personnel in organization as a teamwork for job operation including can be achieve the goal by put the right man to the right job. Especially in harmony way which the same as Kaneungnit Anuroj(2551:113)'s research which explained that in human resource development need to improve systematically along with behavior mind and wisdom (virtue, concentration, wisdom development)also main point of human resource development is those development must be sustainable development. The human resource development in the learning organization for the organization development is important to organization development in the part of learning organization into the organization development by operating in substantial and develop organization to be learning organization in high level by let the organization executive to observe and study from others highest learning organizations to exchange knowledge and apply the direction for improving the organization to be learning organization.

From this process the result can contrive members in the organization to work effectively. Which according to concept idea (Drucker,2007) that explained as to manage the organization to be a high quality organization must have the right learning system to support member's learning in every level all time and continuingly. From the part of providing learning system to staffs in organization, after the staff can learn from the organization learning system they can apply the gain knowledge in correct and suitable for a situation include tackle problem, making the right decision for an organization.

RESEARCH BENEFIT

Benefit in management way

From studying about the influence of the human resource development through the learning organization that affect the organization development, the result found that the human resource development can cause the learning organization to the organization development.

For human resource development, executives should plan to use human resource to increase more efficiency by supporting the vocational development activity for personal way more than before. Because this factor is the highest positive influence to organization development by probably provide the chance that members can set the self improvement activity according to their needs to find the gab of self improvement. Comparing with organization's expectation to support the change that will happen in the future.

In the part of Organization Development, should have guidelines to improve especially realize for supporting for change from the leader, in this point executives should add more communication ways between leaders and followers about organization development. Giving awards and inspire attraction when members can achieve the plan that help organization can be developed. And organization should establish policy of development from bottom to top level to help members can acknowledge and to participate to improve the organization.

Benefit in theory way

This research can be useful in theory way namely, integration of idea and human resource development theory from Gilley and Egglund (1993) to set the idea in a research about learning organization from Senge(1990), and apply by considering learning organization as idea for a research, found that the result which is organization development and studied

in Qualitative Research to study about the human resource development in the learning organization for the organization development plus emphasized the learning organization. In the order hand this research was studied context in personnel academic term. From the past it rarely had researches that emphasize learning organization to the organization, because of the mostly researches were studied about human resource development and learning organization as Quantitative Research. All in all according to the result found that the human resource development in the learning organization is significant to organization development, this conclusion can make it more cumulative in academic term to study in the research.

SUGGESTION FOR FUTURE PLAN

1. Should study by bring the theory idea concept to research in organization which have Different role in order to improvement.
2. Should study in Quasi Experimental Research about bringing the information technology to Improve an academy to be a learning organization and do the study case and divide by academy's size to be a guideline of forming the administration and be the learning organization for other step.
3. For the human resource development in the organization, should research to find the suitable pattern form for the organization's situation or condition. Because the forming of development must be different according to each organization's problem and what is the factor that each member need to improve.

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