The Human Resource Development in the Learning Organization for the Organizational 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 organizational development of private vocational college in Klongsamwa District Bangkok Province by doing the Qualitative Research and In-Depth Interview. The main data providers are 15 persons in personnel academic term in private vocational college under the office of the Vocational Education Commission in Klongsamwa District Bangkok Province by using Purpose Selection, considered from properties which matched the objective of the research and analyzed data by theory comparison and conclusion. The research found that the pattern of human resource development in the learning organization for the organizational development was presented by the Model Pattern consisting of 3 main elements: 1) personnel, 2) organization, and 3) Information Technology. The result can provide us the knowledge about system pattern which is effective for the success of human resource development in the learning organization following the self-managing capacity to be a learning organization, developing the human resource development's process according to adjusting human resource development principal to be ready to support the new organization in organizational 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 organizational development.

Keywords: Human resource development, Learning organization, Organizational development.

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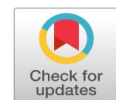
INTRODUCTION

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

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

Learning Organization is the concept and practical guidelines to emphasize organizational and human resource development through strategy and learning procedure in continuing team throughout

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the organization by using knowledge management concept and kinds of supporting factors in order to support equipment to create a valuable body of knowledge and innovation to bring competence and quality to the organization (Marquardt, 1996) When the organization develops to a learning organization, according to researches and academics, it is confirmed that knowledge management is the main factor of Learning Organization Development especially in human resource's mind (Bennet & Bennet, 2008).

Organizational Developments 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 the highest efficiency in job operation. Third, organizational development can persuade members in the organization to face the problem and to solve the disagreement in a creative way, supporting harmonious attitude for solving organization's problem. For coordinating personal target including the organizations target, increasing the relationship between job units, and every relationship between commander and subordinates level are required (Lauhanan, 2007). The organizational development is one of the developed academic methods to support each organization in order to succeed in currently fluctuated environment and be useful for being a successful organization within the challenging change situation (Khejaranan, 2008).

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

Research's objectives
- To study about Human Resource Development in private vocational college Klongsamwa District Bangkok Province
- To study the pattern of Human Resource Development in terms of Learning Organization for Organizational Development of private vocational college.

IDEA CONCEPT AND RELATED THEORY
The researcher researched about theory following document collection and related research as:

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

Prochaska and Diclemente (1983) had presented the theory of Behavior Changing procedure The procedure and the belief are about the situation of changing step by step, not like a general situation and also depends on different kinds of Behavioral step. In addition, each person of each level has to use activity's strategy in various ways for processing to help the person pass each step. Each changing step was called Behavior Changing Procedure (Katonyoo, 2004). Behavior Changing is like exercise, organization change, and stress control. The main structure of behavior changing procedure theory consists of Stage of Change, Process of Change, and the result assessment such as Decision Balance and Temptation Scales. Furthermore, behavior changing procedure is consisted of experiential processes and behavorial processes to support behavior changing (Prochaska & Velicer, 1997).

Swansbury (1968) said Human Resource Development is the study of the person who wants self-improvement in vocational and technical terms to enhance abilities for academic advancement promptly to fulfill and satisfy personal curiosity.

Nadler (1980) said Human Resource Development is the period that lets the human resource gain more experience and learning to be useful to improve the job ability by having 3 methods which are:

Training is the activity that causes the knowledge which emphasizes the present job's operation. And the main point is enhancing the knowledge level. Positional staff's skill (Education) is the direct human resource development method because it can expand knowledge, attitude, and skill, and is also adaptable to every situation to be ready for organization's expectations in the future. Development is the processing of organizational improvement to be effective but not focusing on the job, focusing only on the point that causes the change according to organization's need and preparing in order to get along with rapidly changing technology and environment.

Learning organization concept

Marquardt and Reynolds (1994) said learning organization is such an organization that its atmosphere can influence personal learning or group learning rapidly. By using thinking process, it criticizes to find the cause to understand the happening. Also, it has 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 five relevant sub-systems and the main system is Learning Subsystem, Other four subsystems are Organization Subsystem, People Subsystem, Knowledge Subsystem, and Technology Subsystem. All of the five subsystems are important to affect each other because a lack of one will cause an effect on other subsystems.

Senge (1990) presented in a book the name of the fifth discipline: The Art and Practical of Learning Organization is System Thinking, to be a competent person, mind mapping's improvement, and team's learning. Creating the shared vision also includes exchanging knowledge with each other until the collaborative learning takes place.

Argysis and Schon (1978) gave the opinion that the organization needs to learn continually and always transfer the new knowledge and it means organizational learning and probably vital basement of improving the learning organization.

Organizational development

Burke and Schmidt (1971) said Organizational Development emphasizes the culture forming of a significant Changing Target.

Beckhard (1969) set the meaning of Organizational Development as the attempt of changing (Planned Change) plus considering the whole organization (Organization Wide) and managing from the top to increase organizational effectiveness and health through planned interventions in the Organization's Process. Using Behavioral Science Knowledge, emphasizing the process of organizational development following organization's structure and quality improvement respectively can be done.

Worley and Feyerherm (2003) set the meaning of organization development by emphasizing the suggestion given about development processing by setting the goal or predicting the achievement from learning, skill or knowledge transferring in the system. Using the system's improvement, the intention by applying the behavioral knowledge to plan the improvement to be an effective organization can be viewed by supporting the structure strategy and procedure in order to be an effective organization.

METHODOLOGY

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

The main data provider

The main data provider is the academic personnel at private vocational college under the office of the Vocational Education Commission in Klongsamwa District, Bangkok Province by identifying 15 persons by the reason as academic personnel are the main part of human resource development and learning organization in the organization.

Data collection equipment

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

Data collection

Collection was done from articles, Documents, Books, and researches which were related to the concept of human resource development in order to make others aware of the meaning and principal of this concept 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 organizational development. And researcher prepared the interview questions' theme for the main data provider to give the chance to tell the work experience and job operation freely. Also researchers can ask for correct or enlarged additional information with another collecting method like observation without participation, taking notes, and recording to reflect the idea.

Data reliability check

For the data reliability check, researchers checked by Data Triangulation to prevent the lack of data reliability and if the received data are not enough, the researcher can do the additional collection by checking information and differences between time, place, and personnel. For this reason, each person can be provided the same data or not; if not, the researcher should interview at different times and places in order to insist and clarify the information.

Data analyzing

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

RESEARCH RESULT

From studying about the human resource development in the learning organization for the organizational development and by interviewing academic personnel in term at private vocational college in Klongsamwa District, Bangkok Province consisting of 15 persons, the conclusion drawn is as follows:

The human resource development of academic personnel in the education place contributes to the development of the organization in order to enhance the learning of personnel in academic of private vocational college Klongsamwa District Bangkok Province and would establish the capabilities at individuals and organization level which finally uplift the personnel academic development for the organization development as 3 elements as:

Personnel part

Are the human resource development of organization to be job's knowledgeable person and related know-how of operating the job effective? The personnel part consists of 4 components as follows:

Education

For providing the importance of the human resource development in the learning organization for the organizational development, the research found that giving importance to the human resource development for education part is vital by establishing the learning activity to prepare for job operation promptly in the knowledge changing part. It helps each person to 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 significance to improve the personnel academic's education such as teaching profession learning along with continuing education".

Personal development

For making the human resource development in the learning organization for the organizational development significant, it is important for the personnel's needs to support for changing in the future to be a learning organization for organizational development. The research found that giving importance to human resource development in personnel development can be done by having various kinds of method according to the organization's establishment namely job training by real operation practice and using experienced persons to teach and might be for upgrading the promotion or might be prepared for organization's job rotation.

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

Career development

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

Training

To provide importance to the human resource development in the learning organization for the organizational development, the research found that training is the activity that can create learning, improve the currently job, and can improve knowledge and skill for job operation as the statement of main data provider said, "A part of personnel of academic term of private vocational college are given importance for training which can increase the confidence and develop the learning. The critical training is to let each staff member work for the present job. Initially, training is each person learning such as basic skill training for staff's effective job operation, orientation to let the new staff know about the organizational objective, and the 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, and Training of writing a teaching plan".

Organization part

Is organizing the system of organization to be ready to support the human resource development in the learning organization with efficiency possible? The organizational part has 5 elements namely:

Policy establishment

To put the vital into the human resource development in the learning organization for the organizational development, the research found that policy establishment is the method of systemic thinking pattern which can 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 one of the main data providers said, "The education policy in the

part of education evolution must be dependent on responsibility system building to improve education quality according to the 21st century skill concept by letting the academy have the responsible role more directly to the parents and students and play the main role to develop the education quality. Also freely to manage the administration about curriculum setting, teaching method, and assessment according to the 21st century skill concept to conform to the vision and policy of the academy".

Participation of the community
To giving the vital of the human resource development in the learning organization for the organizational development, the research found that the participation of the community part is a good interaction to lead the related community to participate in management and improve the academy in system pattern and durability. As one of the main data providers said, "The academy provides the significance to participate in the community and accept that is the main factor to increase the organizational improvement. If we are not acceptable for parents so they do not allow students to study in the organization, those moments can be impactful for the organization in a critical way, therefore, have to protect this point to keep the organization stable".

Systemic working
To give importance to the human resource development in the learning organization for the organizational development, the research found that the systematic working is the working with reasonable thinking with science principle by using the information to analyze, find the solution, perform and process, appraise, and conclude the result plus improve for better way by using feedback information to the process of problem solving in a systematic way until finishing the problem solution as one of the main data providers said, "the academy caring about systematic quality improvement procedure continuingly by using feedback information procedure to bring into the problem solution procedure to improve in a better way. This procedure is performed by using students' opinion and feedback information to reflect about organizational performance and solving the problem which students mention on for the next step until it is better".

Working as a team
To give importance to the human resource development in the learning organization for the organizational development, the research found that working as a team is cooperation between colleagues to reach the goal of the academy and caring about team's opinion in decision-making, meeting, and work collaboration along with being delightful in shared achievement as one of the main data providers said, The academy cares for teamwork because we have the work system as a team and clarified mastery for academy's administration planning system. Furthermore, the meeting time is using brainstorm method to find job operation opinion to help increase successful operation, because this method can support considered planning, deal with problem, and follow the result as a teamwork.

Information technology
To give importance to the human resource development in the learning organization for the organizational development, the research found that information technology is being used in human resource development in the learning organization in a systematic way by using knowledge management system, defining data, information, news, researches, teaching contents, and materials with a right assessment suitable to the learning person. As one of the main data providers said the academy has the knowledge management process to make it effective with 3 parts of information systematization as follows:

The first part is for information technology management; for instance, define the academic personnel in various categories, transcript information, make teaching plan, studying equipment, schedules, etc.

The second part is for the basic technology of learning namely the learning of new knowledge about computer processing system, practicing new skills and abilities, making the information technology to

be an information communication through e-mail and internet, Wi-Fi system toward the academy area, etc.

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

From 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 organizational 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, and Information Technology as shown in Figure No.1.
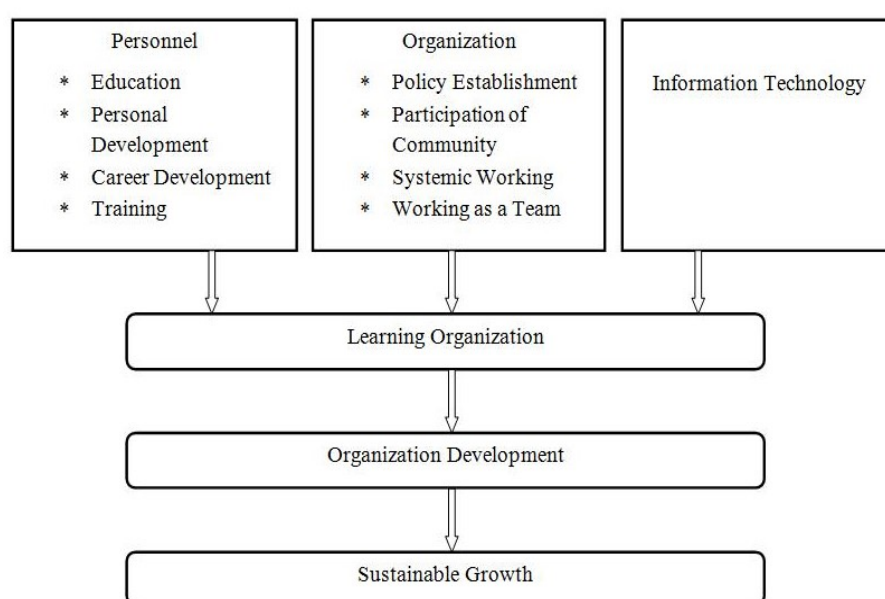

Figure 1. The pattern of the human resource development in the learning organization for the organizational development

From the Figure No. 1, it is shown that the human resource development in the learning organization for the organizational development that is created from the research is suitable for the organization's size which is 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 successful is to improve the potential continuingly.

The context of human resource development in the learning organization for the organizational development was divided into 3 parts as:

- Personnel to develop human resource of organization to let the staff have knowledge in job and also the related skills to make the job operation effective. In addition, the personnel division is consisting of 4 components such as education, personal development, career development, and training.
- Organizing to systematize the organization to be ready to support the human resource development in the learning organization effectively. Besides, the organization division is consisting of 5 components as policy establishment, participation of the community, systematic working, and working as a team.
- Information Technology is to give importance to the human resource development in the learning organization for the organizational development by defining the information system in 3 parts as follows:

– Information technology management
– Basic technology of learning
– Operation electronic supporting

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

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

DISCUSSION

From the research's result, the human resource development in the learning organization for the organizational development can be explained as the point of human resource development in the learning organization for the organizational development as:

The research found that the human resource development in the learning organization for the organizational development has the importance because of human resource development in the learning organization in the part of shared goal which is the sharing of participation to set the vision or organization development direction's activity, to emphasize the management for more flexibility to support the changing which can happen all the time. Then the job operation in the organization happens in teamwork more than the past This reason can give more learning process to be developed in the organization into the learning organization which conforms with Senge (1990)'s studied research idea that can be explained as the importance of role of the leader in learning organization is to plan to be responsible with job achievement which requires the learning and responsibility towards the organizational structure, strategic policy, and operation by the role of leader, instructor, and the practice person with other members for the reason of current social changing for learning.

The human resource development in the learning organization for the organizational development has been emphasizing the point of cooperation and participation of organizational members to improve the personnel in organizations as a teamwork for job operation including achievement of the goal by putting the right man to the right job. Especially, in a harmonious way which is the same as Anuroj (2008)'s research which explained that the human resource development needs to improve systematically along with behavior, mind, and wisdom (virtue, concentration, wisdom development). Also, the main point of human resource development is that the development must be sustainable development.

The human resource development in the learning organization for the organizational development is important to organizational development in the part of learning organization into the organizational development by operating in a substantial and developing organization to be learning organization at a high level by letting the organizational executive to observe and study from other highest learning organizations to exchange knowledge and apply the direction for improving the organization to be a learning organization. From this process, the result can contrive members in the organization to work effectively which is according to the concept idea (Drucker, 2007) that explained that to manage the organization to be a high quality organization, it must have the right learning system to support members' learning at every level continuingly.

From the part of providing learning system to the staff in organization, after the staff can learn from the organization learning system, they can apply the gained knowledge in a correct and suitable way for a situation including tackling a problem, making the right decision for an organization, etc.

Research benefit

Benefit in a management way

From studying about the influence of the human resource development on the learning organization that affects the organizational development, the result found that the human resource development can cause the learning organization to undergo organizational development.

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

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

Benefit in a theory way

This research can be useful in the theory way namely, integration of idea and human resource development theory from Gilley and Eggland (1993) to set the idea in a research about learning organization from Senge (1990), and applying by considering learning organization as idea for a research. It found that the result is organizational development and studied in Qualitative Research to study about the human resource development in the learning organization for the organizational development plus emphasized the learning organization.

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

Suggestion for future plan

- The study should be done by bringing the theory idea concept to research in the organizations which have different roles in order to improve.
- The study should be a Quasi Experimental Research about bringing the information technology to improve an academy to be a learning organization and do the case study and divide by academy's size to be a guideline for forming the administration and be the learning organization for other step.
- For the human resource development in the organization, research should be to find the suitable pattern 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 needs to improve.

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