

Rolling dimensions of H.R.D. and visionary leadership: Key connections

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Abstract

The purpose of this article is to examine the link between dimensions of HRD and visionary leadership through an integrated literature review of these perspectives from both academic and practical viewpoints. In the current fierce of economic environment and globalized competitions, individual knowledge is regarded as the most valuable asset for HRD leadership. However, only when individual learning is accumulated and embedded into organizational culture as organizational learning, it can be considered the critical factor for the promotion of performance improvement. In this article, two process oriented factors HRD dimensions and visionary leadership were reviewed by means of theoretical and integrative analysis based on a lack of empirical research on the association between these two key factors and organizational performance improvement.

Keywords: strategy, workplace commitment, social network, health and retention

Introduction

The primary responsibility of HRM professionals in this context was focused on identifying, selecting and evaluating programs from a myriad of outside training houses or vendors and addressing individual employee performance issues through customizing or designing training interventions (Gilley *et al.* 2003) [6]. Globalization places new demands on HRM professionals through HRM policies and practices determining and maintaining staffing levels that are an appropriate mix flow of management and leadership development to create shared visions and mindsets and create a pool of global managers. The diversity of the workforce combined with their physical proximity has implications for the ability of individuals and the corporation to learn and share knowledge.

Traditional role of HRM globalized into learning agent, trainer, instructional, designer, performance engineer, centers of excellence, evangelist, organizational architect, political navigator, innovator, consultant business partner, strategist, learning and development director and HRD leader and a strategic business partner. However, developments in new technology have facilitated the emergence of service centers to carry out more transactional aspects of HRD.

Purpose

This article is aimed at conceptually integrating a process of creative organizational dimensions of HRD through linkage between organizational training process, commitment, talent management, health and retention. There is little if any research to identify the connections between rolling dimensions of HRD and visionary leadership for the continuous organizational improvement formation system. So, this article has little previous work to stand on, but is based on a question of how these levels of leadership are related and can be integrated. This article has critical significance for both academics and practitioners. Although this research does not provide much in way of empirical application given its preliminary nature, the overlap among individual learning,

knowledge and performance improvement at the individual and organizational levels has the potential to be a critical point of leverage for HRD professionals. In addition, this interdisciplinary article, dealing with three perspectives, leadership, training and performance improvement, in two critical facets, individual and organization, could shed light on the mutually complementary conceptual framework for implication of various organizations development, talent management, commitment, health and retention, learning interventions, and so forth.

Research questions and conceptual framework

Individual and organizational training process have been dominant themes in the disciplines of HRD and other adult education fields; however, little attention has been given to the themes of visionary leadership and management in these disciplines. Little attention has been given to how to use training processes for leadership to improve organizational performance or how to synthesize the four themes of training, commitment, talent, management, health and retention. Finally, these themes are theoretically related; but limited research has been done to integrate them based on any sequential influences. Furthermore, many commonly referred to leadership factors, which are mentioned in the human behavioral perspectives, are theoretically identical to the critical factors of training and development processes in HRD perspectives. Based on these initial problematic inquiries, two research questions emerged to form the basis of an attempt to synthesize these interdisciplinary concepts;

1. What are the critical factors for promoting visionary leadership at each mode of HRD process?
2. What are the required sequential factors to promote continuous organizational performance?

Method

This article is an integrated research study based on the relevant literature review of core themes of organizational leadership (Tarraco, 2005; Yorks, 2008). HRD review

international research journal which contains more than 150 interlinked scholarly and practical databases was used to search comprehensive literature for developing reliability.

On the one hand, the author first conducted an electronic search for published research articles on four primary keywords: health and retention strategy, expertise, workplace commitment, and human resource development. Second author used the sub primary terms knowledge formation and visionary leadership on the same electronic search engines. Among the approximately 150 search results, subject related articles were cited for this research. The following criteria were used: (a) articles with reliable resources from peer-reviewed forums, (b) subject relevance to the research objectives and (c) a ten year time frame, except for the leadership development theory related articles.

On the other hand, the author searched the related books and chapters based on the titles of training, talent management, commitment, health and retention on the jstore and jgateplus website initially. Approximately, 27 relevant books and chapters were selected and among them 16 related references were reviewed and cited for this research. The review process of the relevant literature is intended to be comprehensive, but might not be exhaustive. The critical factors associated with the knowledge formation process and performance improvement of visionary leadership were analyzed. To construct a genuinely integrated alliance among the various perspectives, the subsequent core themes were scrutinized: (a) health and retention, (b) commitment and expertise and (c) visionary leadership. To synchronise the procedures of each relevant perspective, the theory of human resource development has been more intensively explored in a holistic view. From a more practical stand point, more focus has been given to the accumulation of visionary leadership for organizational performance improvement.

Rolling Dimensions of HRD Process

To identify the proposed research questions, the following areas of relevant literature were reviewed.

Training; With regard to the training theories, models, process and innovation in organizations have been influenced by the given policy, organizational culture and interpersonal relationship.

Talent Management; Human Resource Development process could be initiated by the reflective and adaptive training manner. Through this training mode, individuals re-existing tacit knowledge, which was learned from past experiences, daily work experiences and competency interventions could be deep rooted as the more truly believed human capital within attitude, teamwork and commitment model. In this talent management model, more important, individuals have active commitment with any type of organizational environment, organizations need to provide the opportunities and positive environmental support for the promotion of the individuals' continuous adaptive attitude and competency.

Health and Retention Strategy; Surbhi (2013) finds that the gamification of HR will continue to be incorporated in HR process and will help employees to excel in effectiveness. A rapidly developing and vital strategy that has been seen for HR practitioners in the top stratum of profession is to build on and maintain their personal branding. Another trend that will be seen is of reimagining recruitment. The traditional idea of

expecting to get selected on the basis of the beautifully sequenced resume has already started to die. Talent acquisition radically moved from being the staffing and recruiting function to a full fledged part of organizational talent management. New models, diversity and women power would steer leadership strategies. The introduction of more gender balanced board rooms is of strategic significance.

Yasmin (2013) ^[21], observes that organizations must take adequate care in applying systems such a way that the real talent does not go unnoticed, regardless of the personalities. The leadership development programmes should help leaders to identify this diversity of extroverts and introverts in their teams and suit their leadership style in line with the personalities of people they are leading.

Kuldeep Singh. (2014) ^[10] highlighted the recent developments and its benefits of using data while making people decisions, thereby giving them a semblance of data based objectivity. This scientific approach to HRM in organizations has given birth to a new field called *HR analytic*, which lies at the intersection of data algorithms and intuition in making people decisions across the employee lifecycle. It is generally defined as systematic collection, analysis and interpretation of data to improve talent management decisions. It is equally important to know what not HR analytics is. Generally, it doesn't include simple head count or employee engagement score or attrition data.

HR needs to move up the measurement or metrics value chain from efficiency- effectiveness metrics to business impact metrics to demonstrate the link between HR and business metrics. These impact level metrics require the use of advanced statistical modeling techniques and complex algorithms to perform two key types of analysis predictive and perceptive analytic.

This type of talent management mode is leading the ground work for continuous organizational change, which is the core theme of visionary leadership based performance improvement. Health and retention programmes may be standardized through continuous measurement and transformative flexible mode.

Expertise and Work Place Commitment; Robin (2008) ^[15], observes that traditionally, expertise theories have focused on skills acquiring with little regard for the domain or contextual factors affecting expertise development and retention. Because the development, retention and recruitment of individuals with expertise is critical to organizational success, it is essential that HRD professionals understand the influence of such factors on individuals and how to address these changes and the redevelopment of expertise. In today's organizations, resting on one's laurels is not an option, yet we accept models that define expertise as an endpoint and portray expertise as merely mastery of a stagnant set of facts and procedures.

Sandra L. Fornes *et al.* (2008), discuss interventions that can be used by human resource development to improve organizational performance by developing workplace commitment in the organization. They investigated workplace commitment and derived related seven propositions based on congruency, interesting work, clarity of purpose, equity and fairness, empowerment and autonomy respectively.

Firstly, aligning employee's values, abilities, skills and interests with organizational values and culture will have a positive impact on organizational and individual commitment improving organizational and performance outcomes.

Secondly, organizations that ensure interesting work and allow for job variety, independence or discretion in sequence, methods, procedures, and quality control will improve organizational, individual and job commitment. Thirdly, organizations that develop systems that provide a clear sense of direction and adequate explanation of new policies and procedures will have high levels of organizational commitment, team commitment, and individual commitment. Fourthly, organizations that build systems that provide for equal and fair treatment of all employees will improve organizational commitment. Fifthly, organizations that build systems that promote continuous feedback for improved and constant communication will increase both organizational and individual commitment leading to improved performance. Sixthly, organizations that allow employees to participate in decision making and allow employees latitude and flexibility to make decisions will increase organizational and individual commitment. Seventhly, organizations that design work environments that allow for independence and discretion in scheduling work and determining procedures improves organizational and individual commitment.

Lynn (2013) ^[12], delves into the ways organizations can avoid the phishing bite and finds that an HR manager should self-educate about phishing and its risks. Then it should organize awareness sessions and seminars about the dangers of such frauds for the employees with the collaboration of the IT team and cyber experts.

Thomas (2012) ^[20], discusses the various grades of performers and finds the segmentation is vital to realize the highest returns on capital, an organization must teach its managers to recognize who their A, B and C players are. It helps in identifying the right people for the right job and retention of good performers.

D. Siva (2013) ^[4], concludes that challenging times provide an opportunity to change the rules of the game and a company

under these circumstances cannot exercise bureaucracy like it was done in the past. He offered six principles to grow, despite the challenges, firstly, go back to basics, secondly, right size the cost base and thirdly, focus on top customers. Fourthly, always remember that cash is the king, fifthly, have the right people aboard; and finally, focus on a few right metrics like market share, employee motivation and cash flow.

Commitment of individuals are solidly related to several factors, including the performance, challenges, motivation, mobilization, social networking and the leadership practices in organizations. The ultimate goal of the leadership modes in organizations could be considered as the transfer of the learned knowledge to the workplace in both effective and efficient ways.

Visionary Leadership

Terri (2008), classifies and develops four new roles, in terms of specific areas of responsibility, which now require a certain combination of competencies in specific area of expertise (AOE) for effective performance. Most of the prior competency roles that migrated into what are now called the AOE listed future trends that would shape the field. Designing learning, delivering training, improving human performance; and measuring and evaluating are four roles found to be stimuli for exemplary performance and are not generalisable for a specific industry. Ji Hoon (2008) ^[8], identified four core themes to create an alliance among individual learning, organizational knowledge creation and continuous organizational knowledge formation for performance improvement. Firstly, individual's tacit knowledge is stimulated by learning modes, influenced by organizational strategies. Secondly, the tacit knowledge is converted into the organizational explicit knowledge through the collaborative socialization process.

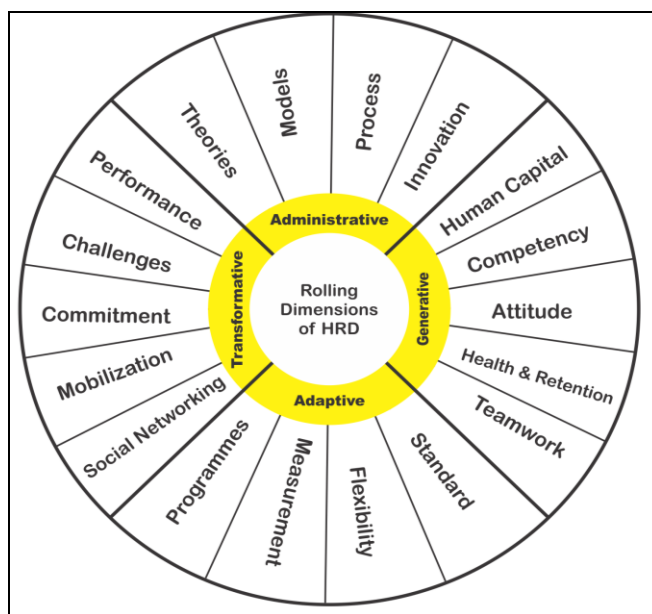


Fig 1: Rolling Dimension of HRD

Thirdly, organizational explicit knowledge is re-created into the actionable knowledge through supportive organizational environment based continuous interactions. Fourthly, re-created organizational knowledge could be transferred to the

work place and embedded into the organizational confirmative knowledge through the organizational knowledge formative internationalization based on shared mental model of systematic knowledge management practices.

Brian A Altman and Mesut Akdere (2008) [3] conclude that the interpersonal interaction or behavioral instruction leading to a double bind results in diminished employee performance, because it has changed one or more of these three performance variables of goal, capacity and motivation at individual level. Removal of these interpersonal interactions or behavioral instructions leading to double binds will lift their suppressive effect on employee performance and work quality. As the diminishing effects on performance and work quality are removed, the result is improved performance and quality. Johannes *et al.* (2008), find that companies will offer facilities to improve the responsibility and initiative of employees. The

Discussion and findings

Along with the critically reviewed relevant literature, the following core themes were identified to create a theoretical alliance among leadership development, human capital management and continuous organizational commitment for performance improvement. (a) individual's tacit leadership is stimulated by leadership modes, (b) individuals tacit leadership is converted into the organizational explicit leadership through the collaborative socialization process, (c) organizational explicit leadership is re-created into the actionable leadership through supportive organizational environment based on continuous interactions, and (d) re-created organizational leadership could be transferred to the workplace and embedded into organizational confirmative leadership through the organizational commitment formative internalization based on the shared visionary model. In a broader perspective, all the visionary leadership formation modes have been influenced by the following factors: (a) organizational strategies, (b) organizational leading process, (c) organizational environment, and (d) visionary leadership management practices. To describe the visible inter correlation among each of the features, a conceptually integrated roadmap of the organizational leadership formation process is illustrated in figure-2.

RQ 1: What are the critical factors for promoting visionary leadership in each mode of HRD process?

The organizational HRD process and visionary leadership modes are critically associated with the individuals learning modes. In organizations, furthermore, organizational supportive environmental factors are core catalysts for the promotion of an effective leadership process. In a perspective of organizational knowledge creation, interpersonal communication and interaction are a significant theme for the individuals' creativity through the four modes of HRD process – adaptive, generative, transformative and administrative. (Figure-1) In a more practical perspective, the organizational leadership management system, which includes technology based systematized leadership management structure and integrated collaboration based intergroup virtual practices could be a more practical advocate for the applicable leadership development mode. From an individual stand point, the leadership process is essentially related to the predominant knowledge and given environment, specially for the adoptive learning process.

The individuals' adaptive leadership development process is an effort to demonstrate a relatively permanent change in behavior in reaction to a stimulus in the given external environmental factors, which is a learning type exemplified in

differences in employability conceptualization offer an opportunity to classify three different strategic choices of companies beginning with the attitude toward possibilities for investment. The classification is based on practical experiences and face validity rather than empirical research. Firstly, a broadening strategy is especially appropriate in an education enhancing culture. Secondly, a selling strategy is appropriate in a mobility or transition supporting culture. The third strategy is called the consuming strategy and is especially appropriate in a contract-limiting culture.

the behavioral studies. To date, this type of learning has been little considered to take advantage of the organizational leadership, however, in line with the visionary leadership mission, values, strategies, practices and procedures, the adoptive learning process is a key element for the initiative changes for the step-forwarding to the more creative development modes. The visionary leadership focuses the development of employee values considered a good indicator of success of the organizational. These ten work values of the employees are; willingness to work hard, dependability and responsibility, positive attitude, adaptability, honesty and integrity, self-motivated, growing and learning excitement, self-confidence, professionalism and loyalty. Self motivation of employees leads to little supervision and direction and finally performance improvement of the organizations.

In the generative development mode, which is associated with the cognitive-oriental leadership development theory, employees are generally explicit development through the internal mental process in line with socialization and restructuring practices among colleagues. During this mode, individuals in organizations have continuous interactions through all the organizational entities in terms of interpersonal knowledge and behavior, intergroup collaborative teamwork and organizational environment.

In the mode of transformation learning the individuals are re-creating work culture and values of their knowledge of reality from various experiences of learning practices. This development mode is decisively correlated with application, supportive structure and strategies in organizations and strappingly connected with transfer of visionary leadership into the reality of the workplace. Of very long acquaintance, theories, models and process of learning are important for innovation in the administrative mode of HRD.

RQ 2: What are the required sequential factors to promote organizational performance?

One of the factors to take advantages of organizations performance improvement through the visionary leadership asset is containing and retaining organizational knowledge within the systematic circulation of organizational visionary leadership formation process without any negative impact of the lost knowledge. Along with the repeated circulative visionary leadership modes, organizational leadership could be recreated and regenerated through the continual transfer of learned knowledge and ultimately, undefeatable organizational leadership could be formed and embedded into the shared mental models. The required sequential procedures will be detailed below.

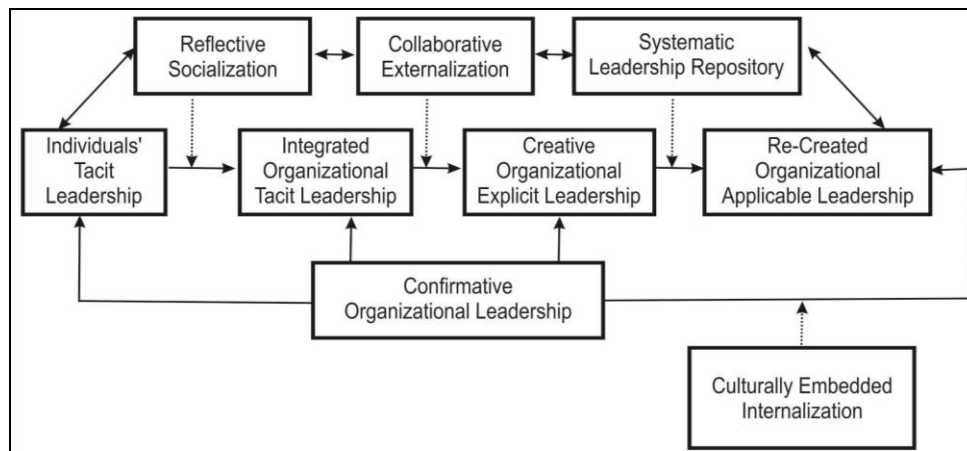


Fig 2: The Four Modes of visionary Leadership – A Conceptualized Process

The first stage is known as a socialization mode, which is adopted from the organizational leadership creation theory. In this mode, through the various individuals leadership modes, which have been influenced by the given organizational environment, persisting leadership and daily work experience, with an alliance with continuous communication based interaction the individuals separated tacit leadership could be converted into the integrated organizational leadership. This type of collectively incorporated organizational tacit leadership is curved toward the individuals' generative leadership mode.

The second mode of organizational leadership formation is conceived as a collaborative externalization process in which individuals general know how could be transformed into organizational explicit knowledge through the individuals' regenerative knowledge based intergroup collaboration practices, including daily communication, organizational learning activities and a term based approach. This mode influences the individual transformative leadership development process with an alliance with various organizational structures and environment.

The third mode is related to the systemized practice oriented approach, which is called the leadership repository mode. Currently, organizations are struggling with their leadership management system to retrieve their existing leadership for effectiveness and efficiency purposes. In the leadership repository mode organizational leadership and practices are filtering and reorganizing for synergic permutation through the organizational working practices. These systems are including not only a technology based management system but also a community of practice and knowledge succession and retention interventions. This system oriented approach is a fundamentally supportive mode for the creation of organizational leadership in the perspective of a living-learning organism and organizational leadership in this repository could be transformed to the workplace in both effective and efficient applications.

The last, but the most significant, mode-mutual internalization is a structurally and culturally embedded continuous process of all entities in the organizations. Through this internalization process, organizational explicit applicable leadership is embedded into individuals' mental stimulating individuals' tacit leadership and organizational shared mental promoting continuous collaborations for the repeated process of organizational visionary leadership creation.

With the intention of describing the virtual concept of the four modes of organizational visionary leadership formation are included in Figure-2, which presents the consequential flow of an organizational leadership formation process from individual's tacit leadership to organizational leadership. Furthermore, a continuous and circulative leadership formation process could be encouraged by confirmative organizational leadership and could influence every entity of this leadership formation process. Additionally, the entire process of leadership development related practices is related to overall cultural and visionary factors in organization.

Laura (2009) ^[11], contends that HRD is strongly influenced by masculine rationality, meaning, it identifies with masculine attributes such as being strong, mechanical, assertive, objective and controlled. Masculinity rationality is an assumption that masculine traits of objectivity, aggressiveness and performance are the standard and that should not be questioned. The field's adoption of masculine rational frameworks and methods is apparent in its overreliance on economic models and performance enhancing interventions. The arduous work of challenging HRD theories and practices can begin by conceptualizing and testing alternative frameworks and models for HRD. The dominant performance paradigm permeating HRD is objectionable because it has intellectually pigeonholed the field and represents masculine rational domination of it.

Robert (2011) ^[17], discussed the history of nanotechnology development and the current advances in this emerging field in the context of workplace development and the challenges it posed to human resource development management. The role of HRD is crucial, as a skilled workforce is required for nanotechnology to achieve its full potential. The partnership between industry, educators, the third sector, the public and the federally funded research and development system will help in creating public awareness, to improve nanotechnology among the public, and to prevent any skill gap through the provision of access to training and educational programs for careers in nanotechnology related industrial sectors.

Elizabeth (2011) ^[5], highlighted the substantive differences between the three maximally different epistemologies in terms of four factors: how they frame the relationship between observer and world, what they presume to be the purpose of models, the differing questions that they ask and their approach to logic. As deductive reasoning is frequently used to test theories and inductive reasoning is often used to

develop them, the combination of both methods was logically needed to develop a more holistic theory building process for the developing and testing models of HRD. By promoting the establishment of research criteria for one lens, the entire body of HRD research should be enriched by the expansion of perspectives.

Nishchae (2013) ^[13], concludes that working professionals need to follow authenticity, alignment, visibility and networking in order to enhance one's employee brand. *Authenticity*; maintain an open communication and assume responsibility for your actions. Create and communicate an honest construct of your real image. *Alignment*; ensure that information on all social media profiles like linked in and Facebook say the same things-employment history, designations, roles, joining date. etc. *Visibility*; creates opportunities, which in turn, displays your value to your network. Opportunities for growth will emerge through referrals and connections that endorse your personal brand. Remember, perception is reality. *Networking*; to expand your sphere, you must network effectively. To get influential people in your sphere, you need to maintain strong relationship. With a strong sphere, you can persuade your current employer / stakeholders to hire you.

Anita (2014) ^[2], observes that resource mobilization is a concept adopted by HR teams across sectors and industries today. It is one of the most effective retention tactics that actually work. Resources particularly people in the global set-up move across lines of business, locations, teams and departments. Organizations with substantial operations and customer base distributed across geographies, will expect higher *mobility* of their employees, both within the country and to overseas locations. Hence, resource mobilization, if executed effectively, can have many advantages, for employee retention. 89 per cent of organizations in India are expected to increase the time and effort they spend on learning and development of their critical workforces to enable them to adapt to the global work environment. 95 percent organizations believe that management development programmes help groom employees for leadership roles.

Peter (2014), finds that in order to inspire employees to work hard and remain fully engaged at work, the leader of the organizations needs to establish and maintain a positive reputation in the workplace. While it can be difficult for CEOs of large organizations to communicate positively and openly with each individual, it should be expressed to managers who can then relay the message to lower level of employees. Leadership is a skill that needs to be developed over time and strong soft skills such as strategic thinking, problem solving and the ability to clearly communicate one's ideas, often come with that experience. Organizations should, therefore, focus on picking a well sounded CEO, rather than focusing on hiring for one type skill over the other. Having a great leader, is essential to the overall success of the organization, first stepping into a role as CEO, it is important not to make many changes in too short a time period. Employees will need time to adjust to their new leader, and in order to ensure a smooth transition, major changes should be made carefully, if possible. Additionally, it is important for CEOs to employ active listening skills and an open-door policy throughout their career as a leader. In order to run a successful business, employees need to feel comfortable and confident in their leader.

Ron (2014) ^[16], discuss the perks of involving the HR function in customer engagement and suggests that HR managers should insist on customer experience and customer satisfaction feed back as being core to developing people. By keeping the best people, HR managers can add stakeholder value by hiring right, orienting right, developing right, compensating right, recognizing right, retaining right and attracting right as tools to gaining. It is indeed a challenge, but HR is key to customer engagement and not too many people acknowledge that. HR expects others to understand hiring standards, legal issues w.r.t. employee rights, diversity, performance reviews. CEOs rightly expect HR to understand their issues around product development, pricing, promotion, sales strategy and more. The CEO who has an HR person who is business savvy has a huge advantage.

Amar (2014) ^[1], concludes that human resources has emerged as one of the most important assets in an organization and a tool for gaining competitive advantage. HR has come a long way from a mere recruitment and administration functions to a strategic and core function, which leads new age initiatives across talent management, employee engagement, culture, productivity and development. Today, the most business groups have talent management programmers that create a talent pipeline and groom potential leaders right from the very beginning; the core purpose being to enable them to become effective leaders for the firms, while at the same time successfully imbibing the ethos, values and culture of the organization.

Jappreet (2014) ^[7], finds *distance, time, technology, culture, trust* and *leadership* as some major challenges for HR. Getting the basic right, building a winning culture, making up for the lack of face interaction, defining clear and effective channels of communication, establishing issue resolution mechanisms, building trust amongst the team members and celebrating success often, are the ingredients of an effective virtual team. Organizations today are using these new opportunities to build a competitive advantage over other companies in their industries by forming project teams made up of experts from around the country and globe, in order to accomplish their strategic goals.

Conclusion

Each figure presented in this article attempts to depict relationship suggested in the literature. These representations, although imperfect are my best efforts at visually representing the relationship we founded and are proposed as a result of this research of course, any attempt at representing these complex relationships and phenomena in two dimensions has shortcomings. More recently, organizational leadership and retention issues have been focused more on the creative vision based organizational performance improvement. Thus, the understanding of the conceptually integrated leadership formation process requires shedding light on the overall strategic planning of human resource based performance improvement and visionary leadership competitiveness. The theoretically combined organizational leadership vision formation process in providing not only the holistic view of the leading organism but also the systematic practical understanding of core themes of visionary leadership based performance improvement. According to the given conceptual visionary leadership system, performance improvement practitioners need to encourage the supportive application

advocating environment along with supporting the continuous interpersonal communication in terms of a possibility open organizational environment.

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