**Human Resource Development Definitions Over Time**

**Author Definition Key Components Underlying Theories**

Harbison and Human resource development High-level manpower Development economics

Myers (1964) is the process of increasing the and its full utilization

knowledge, the skills, and the

capacities of all the people in the

society.

Nadler (1970) HRD is a series of organized Behavioral change; Psychology

activities conducted within adult learning

a specified time and designed

to produce behavioral change.

Jones (1981) HRD is a systemic expansion of Performance, Philosophical; systems;

people’s work-related abilities, organizational, and psychology; economics

focused on the attainment of both personal goals

organization and personal goals.

Chalofsky and Discipline of HRD is the study of Adult learning Psychology

Lincoln, (1983) how individuals and groups in

organizations change through

learning.

Swanson (1987) HRD is a process of improving an Organizational Economics; psychology;

organization’s performance through performance systems

the capabilities of its personnel.

HRD includes activities dealing with

work design, aptitude, expertise

and motivation.

Smith, R. (1998) HRD consists of programs and Training and Economics; systems;

activities, direct and indirect, development; psychology

instructional and/or individual that organizational

positively affect the development

of performance the individual

and the productivity and profit of

the organization.

Watkins (1989) HRD is the field of study and Learning capacity; Psychology; systems;

practice responsible for the training and develop- economicsl performance

fostering of a long-term, work- ment; career develop- improvement

related learning capacity at the ment; organizational

individual, group, and development

organizational level of organi-

zations. As such, it includes—

but is not limited to—training,

career development, and orga-

nizational development.

McLagan (1989) HRD is the integrated use of Training and development; Psychology; systems;

training and development, career career development; economics

development and organizational organizational

development to improve individual development   
and organizational effectiveness.

*(Continued)*

**Author Definition Key Components Underlying Theories**

Gilley and England HRD is organized learning activities Learning activities; Psychology;

(1989) arranged within an organization to performance systems; economics;

improve performance and/or improvement performance improvement

personal growth for the purpose

of improving the job, the indi-

vidual, and/or the organization.

Nadler and HRD is organized learning Learning and Performance improvement;

Nadler (1989) experiences provided by performance psychology

employees within a specified improvement

period of time to bring about

the possibility of performance

improvement and/or personal

growth.

Smith (1990) HRD is the process of deter- Performance Performance improvement;

mining the optimum methods improvement systems; psychology;

of developing and improving the economics

human resources of an

organization and the systematic

improvement of the performance

and productivity of employees

through training, education and

development and leadership for

the mutual attainment of

organizational and personal goals.

Chalofsky (2992) HRD is the study and practice of Learning capacity; Systems; psychology;

increasing the learning capacity performance human performance

of individuals, groups, collectives improvement

and organizations through the

development and application of

learning-based interventions for

the purpose of optimizing human

and organizational growth and

effectiveness.

Marsick and Watkins HRD is a combination of training, Training and develop- Human performance;

(1994) career development, and ment; career develop- organizational performance;

organizational development ment; organizational systems; economics;

offers the theoretical integration development; learning psychology

needed to envision a learning organization

organization, but it must also be

positioned to act strategically

throughout the organization.

Swanson (1995) HRD is a process of developing Training and develop- Systems; economics;

and unleashing human expertise ment; organization psychology

through organization develop- development; perform-

ment and personnel training and ance improvement at the

development for the purpose of organization, work process,

improving performance. and individual levels

*(Continued)*

**Author Definition Key Components Underlying Theories**

McLean and McLean HRD is any process or activity Development economics;

(2001) that, either initially or over the psychology

long term, has the potential to

develop adults’ work-based

knowledge, expertise, produc-

tivity, and satisfaction, whether

for personal or group-team gain,

or for the benefit of an organi-

zation, community, nation, or,

ultimately, the whole of

humanity

Swanson (2009) HRD is a process of developing Development expertise; Systems; economics;

and unleashing expertise for the unleashing expertise; psychology

purpose of improving organiza- performance

tional system, work process, team, improvement

and individual performance.

*HRD efforts in organizations*

*often take place under the*

*additional banners of training and*

*development, organization*

*development, performance*

*improvement, organizational*

*learning, career management,*

*leadership development, etc.*