**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.*