

# Human Resources Management (HRM) and Human Resources Development (HRD) Work Hand-in-Glove: An Analysis of FBC Bank in Zimbabwe

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## Abstract

This paper analyses FBC Bank in Zimbabwe in terms of how it merged human resource management (HRD) and human resource development. The paper unfolds through the key explanations about the meaning of HRM and HRD and how the two concepts work hand-in-glove towards the attainment of organisational objectives and goals. The key points of the HRD/M strategy are identified and justified in this paper to ensure that the analysis becomes clearer. The paper navigates through how FBC, as a bank organisation, has utilised HRM and HRD to achieve its objectives. FBC is still experiencing challenges related to the restrictions of the COVID-19 pandemic, such that it has made use of HRM and HRD to work hand in hand to ensure organisational performance. HRD is a subset of the HRM system in which the HR department makes use of HRD strategies to promote organisational performance. HRD and HRM as aspects have been unpacked using scholarly views. The paper ended by analysing some key aspects of the HRD/M strategy in line with FBC.

## Keywords

Management, HRD, HRM, FBC Bank

## 1. Introduction

This paper primarily focused on the nexus between HRD and HRM in terms of how they positively influence the operations of banking institutions. To develop a deeper understanding of how these two management concepts are interwoven in producing desirable results, the paper started with unpacking the meanings of these two concepts based on existing scholarly perspectives. The chemistry between HRD and HRM is explained and justified in relation to how they foster a conducive work environment, employee development, and attainment of short and long-term organizational objectives. However, the paper looked at the challenges that impede against the successful integration of HRD and HRM in the management of banking institutions in which the key challenges discussed include; cultural barriers, lack of leadership support, resource constraints, technological challenges, and data security and privacy. The paper also navigated through key world examples of companies that have successfully utilized HRD and HRM for ensuring a competitive working environment.

## 2. HRM

HRM is the practice of recruiting, hiring, deploying, and managing an organisation's employees [1]. Mostly, the HR department at a company is responsible for creating, putting into effect, and overseeing the relationship between the organisation and its employees. HRM is fundamental in an organisation and the management of employees in the workplace to ensure the organisation's culture and mission are reinforced. One of the major practices of the HR people is to identify the most talented individuals to be part of the organisation. The objectives of HRM include the following: societal objectives, organisational objectives, functional objectives, and personal objectives [2]. In line with these objectives, the major skills and responsibilities of the HR professionals that are pertinent to this paper include: employee recruitment, onboarding and retention, talent management and workforce management, labour law compliance, compensation and benefits, succession planning, training and development, and employee engagement, among others. Since HRM is all about the practice in which HR managers are involved in almost every issue relating to the individuals at a company.

## 3. HRD

Human Resource Development (HRD) is understood as the cultivation of an organisation's employees. HRD entails the provision of workers with skills and relevant knowledge that may help them grow in the workplace [2,3] define HRD as a process of developing and unleashing expertise to improve the individual, team, work process, and organization system performance. In particular, HRD is described as the fundamental part of human resources management. Most

importantly is the fact that HRD is a subset of HRM, which places much emphasis on training and development. HRD is a framework that helps employees develop their skills, knowledge, and abilities in a way that improves the company's effectiveness [4]. Career development activities and training of the employees can all be categorised under HRD.

HRD can be implemented in several ways, such as performance management and development, employee coaching, mentoring, succession planning, tuition assistance, and organisation development [2]. At the workplace, HRD fundamentally plays a pivotal role in ensuring that the goals of the HR department to have experienced and highly trained employees can be achieved. Modern organisations emphasise HRD based on its several benefits that include the retention of the best-skilled and talented employees, which can provide the ability and encouragement for the motivation of other staff [4].

#### 4. Explanation of How HRD and HRM Work Together

Human Resource Development (HRD) and Human Resource Management (HRM) are two interconnected functions that are vital for the success of any organisation [1]. HRM is primarily concerned with managing employees and ensuring efficient personnel management, while HRD focuses on enhancing employee skills, knowledge, and capabilities for future demands [1,2]. To achieve organisational goals, HRD and HRM must work together in a strategic and integrated manner. This collaboration involves aligning HR practices with the organisation's strategic objectives, fostering employee development, and creating a conducive work environment [3].

HRD is a subset of HRM in which the HR department plays several roles to ensure that the goals of the company are achieved. HRD and HRM at FBC work hand-in-glove for the success of the organisation. At FBC, the major onus of HRM is to ensure that aspects such as labour relations, compensation, talent management, benefits, and compliance are dealt with, while HRD primarily focuses on the training of employees to be competent in fulfilling the mission of the organisation. [2] largely explored the connection between HRM and HRD in improving organisational performance. Notably, these two concepts are connected in practice; for instance, in HRM at FBC, the HR department ensures that it manages the talent that the organisation has. In that vein, talent management involves the implementation of training employees to ensure they become specifically skilled in specific tasks at the workplace. FBC, since the onset of the COVID-19 pandemic, developed training programs for the employees to boost their skills in using modern technologies to ensure the employees can work from home in line with the COVID-19 regulations. Training through seminars, webinars, and conferences has been used by FBC to promote the increased effectiveness of online services, such as digital banking, among other platforms at the organisation.

Both HRM and HRD should be aligned with the overall strategic objectives of the organisation [3]. HRM ensures that the right people are in the right roles, while HRD equips them with the necessary skills to achieve those goals [4]. Aligning HRM strategies with Sustainable Development Goals (SDGs) can also enhance organisational branding and engage in global sustainability efforts. Similarly, aligning HRM strategies with Sustainable Development Goals (SDGs) can also enhance organisational branding and engage in global sustainability efforts. For instance, Zambia National Commercial Bank (ZANACO) has integrated digital platforms into its HR planning, improving recruitment and overall HR operations [4]. Studies emphasise the importance of aligning HRM practices with sustainable development goals (SDGs) to enhance organisational branding and engage in global sustainability efforts [5]. This involves integrating SDGs into HRM practices such as recruitment, rewards, and training.

A study in Nepal found that while HRD practices generally have a positive impact on employee performance, training and development showed a negative correlation with performance, suggesting the need for a more tailored and integrated approach to HRD. Some research indicates a tension between prioritising SDGs and focusing solely on financial performance, highlighting the need for organisations to balance these objectives [6]. Research also suggests that HRM and HRD are often confused or misinterpreted among managers and organisational leaders, which can lead to misaligned development activities [7].

Further, organisational performance has been improved at FBC based on the linkages between HRM and HRD. FBC is classified among the best banks in Zimbabwe because it has the best HR management. The competent HR professional should ensure that people-related decisions are developed and aligned with the organisation's objectives, goals, mission, and vision [3]. This approach promotes the quality of business services, products, and processes at an organisation. This is the case with FBC, in which senior leadership has largely improved their practices to have better outcomes. Similarly, the HR professional can go a step further and employ HRD strategies such that the employees' skills are sharpened towards ensuring organisational performance [8]. This makes the distinction between HRM and HRD very slim based on their complementary roles.

Established in various studies that HRM is a system that works towards ensuring organisational performance [9], in which HR is expected to perform specific roles. Notably, HR professionals should be highly committed to promoting quality products and services for the organisation. This is the case with FBC as a banking institution; the management has always been committed to their work despite the restrictions of COVID-19. The HR under the HRM system would focus on ensuring employee competence, teamwork, and customer orientation, among others [10]. Such practices supported by HRD, such as improving the skills of the employees at FBC, yielded financial competency in the organisation. Another study identified HR practices such as incentives, compensation, product quality, and speed of

delivery, among others, as the positive identifiers that work along with HRD practices [10]. HRD as a facet of HRM can promote organisational performance given the combined implementation of HR practices and HRD practices. This then leads to the contention that HRM and HRD are inseparable but work along to promote organisational performance.

The trajectory of HRM structures and designs is to promote or support training and performance. The quality of the HRM system and its outcomes are enhanced by the specific HRD practices and strategies that can help an organisation to become effective [9]. This has been evidenced at FBC, in which the hard times that the organisation sailed through (Covid-19 era) and the financial hiccups in Zimbabwe at the moment have necessitated HR's ability to employ sustainability "fit" strategies. The business approaches that have been employed have resulted in higher financial outcomes despite the challenges being faced. Contrary to the poor employee benefits based on the economic hardships in Zimbabwe, characterised by high inflation and currency devaluation, HR has managed to motivate the employees to have positive morale towards their work to ensure positive organisational performance. HRD has largely necessitated these achievements through the HRM system, which has sufficiently employed HRD strategies to achieve the positive financial outcomes the bank has achieved so far.

The measures of organisational performance between HRM and HRD are also critical to understanding how the two aspects can work hand in hand. At FBC, HR uses HRM measures such as employee productivity, organisational turnover, corporate financial performance, profitability, and sales growth [9,10]. Additionally, FBC has also employed HRD measures for performance, such as the strength of HR orientation, turnover intention, and the strength of HR orientation. A slight difference can be picked in the measures despite the connections among them that necessitate the functioning of the organisation. Thus, the outcomes that FBC, as a banking organisation, expects to have can be attained.

## **5. Challenges to the Integration of HRD and HRM**

However, despite the positive linkages between HRD and HRM in light of the performance of organisations in this case, FBC Bank, the systems for the two aspects are not similar, though they can have the same goals. HRD practices can have less impact as compared to HRM practices since HRM is quite broader and more focused on the growth and survival of the whole organisation [7]. Though important, HRD practices are just a function of HR under the HRM system. Therefore, understanding the connection between HRM and HRD should be treated with specific considerations to say HRD enhances the HRM system to be effective towards the improvement of organisational performance [5,7]. Further, developing countries experience challenges in integrating HRD and HRM. The major challenges mentioned in literature include skills gap, institutional weaknesses, informal labour markets, cultural factors, regulatory changes, and economic instability [7-9]. This is to say, if the HR people are not effective in managing the employees, the competitiveness of the bank can be in question, while if the organisation poorly funds its activities using well-trained employees, the targets and goals of the organisation cannot be achieved.

### **5.1 Cultural Barriers**

Cultural barriers represent one of the most significant challenges to the seamless integration of Human Resource Management (HRM) and Human Resource Development (HRD) practices. Organisations often consist of diverse subcultures shaped by varying operational functions, leadership styles, and employee demographics [10]. These cultural differences can lead to conflicts between HRM, which typically emphasises compliance, administrative efficiencies, and organisational control, and HRD, which focuses on employee development, learning, and innovation. For instance, in a compliance-driven culture, HRM may prioritise policies and procedures that ensure adherence to regulations, potentially stifling the creativity and flexibility needed for effective HRD initiatives. Conversely, in a culture that values employee autonomy and development, HRM practices may be perceived as bureaucratic and restrictive, leading to resistance against compliance measures [10,11]. This disconnect can hinder the integration process, resulting in fragmented HR practices that do not support overall organisational objectives. Consequently, organisations must cultivate a cohesive culture that values both compliance and development, fostering collaboration between HRM and HRD functions.

### **5.2 Lack of Leadership Support**

The lack of leadership support is another critical barrier to the successful integration of HRM and HRD. Strong leadership commitment is essential for fostering a culture of learning and development within an organisation [12]. Without buy-in from top management, HR initiatives may lack the necessary resources, visibility, and strategic alignment to be effective. Leaders play a pivotal role in championing HR practices, setting the tone for employee engagement, and demonstrating the importance of continuous learning. When leaders prioritise compliance over development, it sends a message that HRD initiatives are secondary, which can demotivate employees and hinder participation in training programs. Furthermore, without a clear vision from leadership on how HRM and HRD should work together, HR initiatives may remain fragmented, failing to achieve their intended outcomes [11,12]. To overcome this challenge, organisations must ensure that leaders understand the strategic value of integrating HRM and HRD and actively promote a unified approach that emphasises both compliance and employee development.

### **5.3 Resource Constraints**

Resource constraints pose significant challenges to organisations aiming to integrate HRM and HRD effectively. Limited financial and human resources can impede the ability of organisations to invest in comprehensive HRD

programs that align with HRM objectives. Many organisations operate under tight budgets, leading to prioritisation of immediate operational needs over long-term developmental initiatives [13,14]. This short-sighted approach can result in underfunded training programs, insufficient staffing in HR departments, and a lack of investment in necessary technologies. Additionally, resource constraints may limit the scope and quality of development initiatives, making it difficult to provide employees with the skills and knowledge they need to excel. Organisations must recognise that investing in HRD is not merely an expense but a strategic investment in their human capital. By allocating adequate resources toward integrated HRM and HRD practices, organisations can enhance employee capabilities, improve organisational performance, and achieve long-term sustainability.

#### **5.4 Technological Challenges**

The rapid pace of technological change presents another formidable challenge to the integration of HRM and HRD. Organisations must continuously adapt their practices to leverage new tools and platforms effectively, which can complicate the alignment of HRM and HRD functions [14]. Emerging technologies, such as artificial intelligence, data analytics, and e-learning platforms, offer valuable opportunities for enhancing HR practices. However, the swift evolution of technology can lead to integration issues, as HR departments may struggle to keep up with the latest advancements. Furthermore, resistance to change from employees who are accustomed to traditional methods can hinder the adoption of new technologies [13,14]. To effectively integrate HRM and HRD, organisations must invest in ongoing training for HR professionals and employees, ensuring they possess the skills needed to navigate technological advancements. By fostering a culture of adaptability and continuous learning, organisations can better position themselves to leverage technology for enhanced HRM and HRD practices.

#### **5.5 Data Security and Privacy**

Integrating HR systems raises significant concerns about data security and privacy, which organisations must address to facilitate effective HRM and HRD integration [15]. As organisations collect and store vast amounts of employee data, including personal information, performance metrics, and training records, the risk of data breaches and unauthorised access increases. Ensuring the security of sensitive employee information is paramount, as breaches can lead to legal repercussions, reputational damage, and loss of employee trust. Moreover, privacy regulations, such as the General Data Protection Regulation (GDPR), impose stringent requirements on how organisations manage employee data [15,16]. Failure to comply with these regulations can result in hefty fines and legal liabilities. To mitigate these risks, organisations must implement robust data security measures, including encryption, access controls, and regular audits of their HR systems. Additionally, fostering a culture of transparency regarding data usage and privacy policies can help build trust among employees, facilitating a smoother integration of HRM and HRD practices. By prioritising data security and privacy, organisations can create a safe environment for integrating HR systems and enhancing overall HR effectiveness.

### **6. Key Points of the HRD/M Strategy**

This section explores the key points of the HRD/M strategy at FBC and how the organisation has implemented these points. HRD/M strategy mainly refers to the creation of a coherent, planned framework for employees to be hired, managed, and developed in ways that support the long-term goals of the organisation. FBC has managed to sail through despite the existence of economic hardships by utilising its effective HRD/M strategy. The key motives of FBC HRD/M strategy focus on performance-based opportunities, flexibility, diversity, talent management, as well as leadership.

The key points that are worth talking about in FBC's HRD/M strategy include: its human resource practice system, HR best practices, and organisational and control strategies. For example, as a financial organisation, FBC is committed to ensuring high employee engagement, offering extensive training to orient the employees with its culture and goals, high wages, and high benefits. The issue of wages and benefits has been greatly affected by national economic challenges such as inflation and the instability of the local currency versus the United States Dollar. This has largely affected the commitment of the organisation toward its employees. Within the FBC HRD/M strategy, techniques such as production bonuses and healthcare insurance, among other strategies, have been employed to positively influence employee performance.

The HRD/M strategy largely shapes how FBC navigates through a difficult economic environment to remain competitive in the market despite the huge technological changes that have occurred. The strategies, objectives, and goals of the organisation are fundamental in the HRD strategy to advance flexibility, innovation, and competitive advantage for the organisation. Organisational culture is also one of the aspects of the strategy that has shaped the organisation to improve its business performance since employee morale has been kept positive. The HR directly impact the immunity of the organisation, and this influenced FBC to maintain the needs of its customers while other bank institutions have closed their branches in some parts of Zimbabwe due to operational difficulties.

### **7. Reflections on Successful Integration of HRM and HRD: World-View**

A world view of reflections about the success of integrating HRM and HRD is illustrated and justified under the sections below. The major companies that shaped the reflection include Google, Unilever, and Infosys

## 7.1 Google

The integration of Human Resource Management (HRM) and Human Resource Development (HRD) has become a critical area of focus for organisations striving to optimise their human capital in an increasingly complex and competitive global environment. Google is known for its innovative HR practices, which exemplify the successful integration of HRM and HRD [9,15]. The company emphasises creating a culture that encourages learning and development at every level of the organisation. Google's "20% Time" policy allows employees to dedicate a portion of their workweek to pursuing projects outside their primary responsibilities, fostering creativity and innovation [10,11,16]. Additionally, Google utilises data analytics to inform its HRM practices, assessing employee satisfaction and engagement. This data-driven approach informs HRD initiatives, ensuring that training and development programs are aligned with employee needs and organisational goals. By integrating HRM and HRD, Google not only enhances employee performance but also drives organisational innovation.

## 7.2 Unilever

Unilever's approach to HRM and HRD integration is characterised by its commitment to sustainability and social responsibility. The multinational consumer goods company has developed a "Sustainable Living Plan" that incorporates employee development as a core component of its business strategy [12]. Through programs such as the Unilever Future Leaders Programme, the company invests in the development of its employees, focusing on skills that are essential for driving sustainable business practices. Unilever's HRM practices support this strategic focus by ensuring that recruitment, onboarding, and performance management processes are aligned with the company's sustainability goals. This integration has resulted in a workforce that is not only skilled but also deeply engaged in the company's mission, fostering a sense of purpose and commitment among employees [11,12,15].

## 7.3 Infosys

Additionally, Infosys, a global leader in technology services and consulting, exemplifies the integration of HRM and HRD in a developing country context. The company has implemented a robust learning and development framework that aligns with its strategic objectives [13]. Infosys's "Global Education Centre" in Mysore offers extensive training programs that equip employees with the skills necessary to excel in the rapidly evolving technology landscape. The company's HRM practices, such as performance appraisal and career progression planning, are closely linked to its HRD initiatives. By integrating these functions, Infosys ensures that employees are not only capable of meeting current demands but are also prepared for future challenges. This holistic approach has positioned Infosys as a leader in employee development, contributing to its competitive advantage in the global market.

## 8. Pertinent Information on the Analysis

Other pertinent issues in the analysis are the use of modern technologies to ensure the tracking of employee work progress and performance. FBC has employed the use of modern technologies (big data and artificial intelligence) to promote the use of workflows in database management (DBMS) such that work plans are effectively executed towards ensuring organisational effectiveness. HRM and HRD systems have been strengthened by the use of modern technologies such as distributed database software [17]. On the contrary, lack of resources has also been an issue that is primarily affecting the effectiveness of FBC Holdings' implementation of its HRD/M strategy. Coupled with changing financial policies of Zimbabwe, organisational performance is, to some extent, compromised.

## 9. Implications for Banking Institutions

The relationship between Human Resource Development (HRD) and Human Resource Management (HRM) is particularly significant for the management of banking institutions. This relationship has several implications for how banks operate, develop their workforce, and ultimately achieve their strategic goals. For banking institutions, aligning HRM and HRD with organisational objectives is crucial. Effective HRM ensures that the right talent is recruited and retained, while HRD focuses on developing employees' skills to meet the evolving demands of the financial sector [15,16]. By integrating these functions, banks can enhance employee capability in areas such as regulatory compliance, customer service, and technological adoption, which are vital for competitiveness.

In the banking sector, where regulations and technologies are constantly changing, continuous learning is essential [17]. A strong HRD framework within HRM can facilitate ongoing training programs that equip employees with the necessary skills. For instance, training on new financial products, risk management practices, and customer relationship management can improve performance and service delivery, helping banks stay ahead in a competitive market. In the banking industry, effective talent management is critical for long-term success. The integration of HRM and HRD allows for better succession planning, enabling banks to identify and develop future leaders from within their ranks [18,12]. This proactive approach ensures that banks have a pipeline of skilled professionals ready to step into key roles, thereby minimising disruptions during transitions. Given the heavily regulated nature of the banking sector, integrating HRD into HRM can enhance compliance training. Regular training on legal and regulatory requirements can be embedded into the HRD framework, ensuring that employees are updated on changes in legislation and compliance practices. This not only mitigates risks but also fosters a culture of accountability and responsibility.

## 10. Summative Conclusion

Conclusively, the paper provided a critical presentation that synthesised how HRM and HRD work at FBC Bank in Zimbabwe. The paper started by unpacking the meaning and examples of HRM and HRD. More so, the paper analysed the fundamental role of HR in ensuring organisational success by using talent management, productivity, training, and development, among other techniques. It has been established that HRD is a subset of HRM that enhances organisational performance. The HRD/M strategy for FBC has been looked at in a glance, and the operational challenges to the same have been explored.

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