

ASSESSMENT OF THE ROLE OF HUMAN RESOURCE MANAGEMENT IN ADAMAWA STATE POLYTECHNIC, YOLA.

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ABSTRACT

The Paper titled assessment of the role of Human Resource Development in Adamawa State Polytechnic, Yola. This paper examines the nature of Human Resource Development methods employed in developing employees' capability, the impact of those human resource development programmes on the employees, the challenges faced by the organizations towards effective Human Resource Development programmes and the impact on the achievement of organization goal. The author use both primary and secondary data for as a means of data collection. The study revealed that among the available Human Resource in Adamawa State Polytechnic, Yola for the non-teaching staff are; appraisal performance, effective conflict management and incentives, while training and development, involvement in the decision making, job description, orientation for work and staff welfare were lacking for non-teaching staff. Also it was revealed that the extent of the benefit derived by non-teaching staff from human resource development programme in Adamawa State Polytechnic, Yola is low. The study rated the overall performance of institution as a result of available Human Resource Development programme for its non-teaching staff as low. Among the challenges facing effective Human Resource Development programme in Adamawa State Polytechnic, Yola include lack of funds and resources, wrong motives and lack of specialist. The study also established the significantly impacted on Human Resource Development on the commitment and performance of non-teaching staff, also, Human Resource Development significantly impacted on the overall institutional performance. The study recommends for involvement of the non-teaching staff in the aspect of training and development in Polytechnic. Likewise, the non-teaching staff should be allowed for partaking in the decision making, giving job description and orientation as well as staff welfare. The conscious utilization of funds and resources for the Human Resource Development in the Adamawa State Polytechnic, Yola was also recommended for the management.

Key words: Human resource, Development, Appraisal, Institution, Performance, Management

1. Introduction

The success and continuity of any organization is hinged on the active Human Resource Development (Human Resource Development) of both the senior staff and the junior alike. The role of the human resource development in ensuring the active participation of these actors (the staff members) cannot be underscored. Hence, the administrative process of any organization can never be said to be effective without a viable human resource development. Indeed, the human resource development has a responsibility to engineer and stimulate staff efficiency. Saffold (2009) posited that's training and development of employees equip staff (both new and old) with the necessary skills required to perform their job satisfactorily. Training and development is an important phase in Human Resources management. Employees may become obsolete or rustic if they do not update themselves with new work methods, skills and knowledge about their work, the organization and the environment (Peretomode and Peretomode, 2001). Hence, Human Resource Development typically addresses staff motivation and preparedness to participate fully in achieving organizational goals.

In this era of globalization in which organizations are susceptible to rapid change, it has made it mandatory for people to acquire new skills, knowledge, and ideas in order for them to relevance in the scheme of things in world. It is fundamental that no system can cope with the magnitude of its responsibility without making adequate out let for its staff development. The importance of Manpower can never be over emphasized belongs even where the standard of recruitment is maintained, there is no way that selected ones would be suitable for the Jobs. Therefore, training and development help to develop skills and boost the morale of the staff (Casio, 2006; and Armstrong, 2006). Ojo (2009) stated that training is the process of developing qualities in human resources that will enable them to be more productive and contribute more to the organizational development. This analysis indication that no organization can develop without laying down a solid foundation for staff development since Human Resource Development is the process in support of administrative process where the primary target is the organizational goal; it therefore means that Human Resource Development can play a veritable role in organization.

1.1 Statement of the Problem

One of the biggest challenges to the achievement of organizational goal and by extension, the sustenance of organizations, adequately develops the manpower available to them. An organization which does not plan for its human resource will not be able to efficiently utilize its human resource. Organization that lack genuine human resource planning will not be able to survive for

long or keep the pace of expected performance. However, with globalization as a force steering various changes in the world's organizations, these degree of changes that is occurring in globally has made training a crucial aspect of organizational development. For human resources, skills and knowledge gained overtime can easily become obsolete and outdated, hence, making training and development to become a paramount issue in this era for adaptation and blending with the modern pattern of doing things.

1.2 Objectives of the Study

The main objective of this paper is to determine the role of Human Resource Development in Adamawa State Polytechnic, Yola. The specific objectives formulated for this study are:

- i. To examine the nature of Human Resource Development methods employed in developing employees' capability.
- ii. To evaluate the impact of those programmes on the employees.
- iii. To identify the challenges faced by the organizations towards effective Human Resource Development programmes
- iv. To determine the impact of Human Resource Development to the achievement of organization goal.

2. Literature review

2.1 Conceptual review of Human Resource Management Practices in Organization

Ashridge (2008) expressed that human resources management is the organizational function that deals with practices such as; recruiting, managing, developed and motivating people, including providing functional and specialized support and systems for employee engagement and managing system to foster regulatory compliance with employment and human right standards. Geringer, Frayne, and Milliman (2012) scale on human resource management Practice was used to measure human resource management practice. There are 75 items in the scale. The scale measures Human Resource Management practices in terms of attitude towards Human Resource department, hiring practices, training and development practices, performance appraisal practices, pay practices, and overall assessment.

Walsh and Fisher (2005) argue that human resource management processes are those concerned with the development of human resources practices followed by the strategic activities and policies that affect all the aspects of human resources and employment management. Sharma (2012) express that in the past two decades, the world saw a complete makeover in the way Human resource management in the organization was defined, but in India, the changes has been more prominent in the last decade or so, after liberalization. Today, managing the expectations and motivations of a skilled workforce had brought with it attend complexities in terms of the need for robust human resource practices and organizational procedures. The shift in focus from traditional Human Resource Management to strategies Human Resource Management was inevitable. Competitive advantage for the organization lies not just in differentiating a product or service or in becoming the low cost leader but in also being able to tap the company's special skills or core competencies and rapidly respond to customer's needs and competitor's moves, human resources management can play a role in identifying and analyzing external opportunities and threats that may be crucial to the company's success. It is in a unique position to supply competitive intelligence that may be useful in the strategic planning process. Technical Human Resource Management practices spans a series of human resources practices. The activities range from attracting high quality employees, placing them in appropriate position, training them to work in the firm's specific way, and motivating them to devote more enterprise effectiveness is likely to be decreased of not enough attention is paid to coordinating these separate Human Resource Management practices. For example, an excellent employee might find it quite difficult to achieve high performance without good training compatible with organizational goals and the work itself.

2.2 The major Human Resource practices followed in the organizations are following:

a.) **Planning:** Bratton and Gold (2007) define human resource planning as 'the process of systematically forecasting the future demand and supply for employees and deployment of their skills within the strategic objectives of the organization'. According to Werner and DeSimone (2006), human resource planning helps companies predict how changes in their strategy will affect their human resource needs. Planning the workforce needs of any company is very critical and important especially in the rapid changes in external market demands. Koch and McGrath (2006) found a positive relationship between human resources planning and labor productivity.

b.) **Recruitment and Selection:** According to Bratton and Gold (2007), recruitment is 'the process of generating a pool of capable people to apply to an organization for employment' and selection is 'the process by which managers and others use specific instruments to choose from a pool of applicants the person(s) most likely to succeed in the job(s), given management goals and legal requirements. Companies using a good selectivity in the hiring process ensure getting the right skilled and qualified people for the right job (Pfeffer, 1994; Huselid, 2005). According to Koch and McGrath (2006), there exists a positive relationship between human resources recruitment and selection and labor productivity.

c.) **Training and Development:** Becker and Huselid (2006) expressed that training is an organized procedure for increasing the knowledge and skill of people for a specific purpose. The trainees acquire new skill, technical knowledge, problem-solving ability etc. It also gives an awareness of the rules and procedures to guide their behavior. Training improves the performance of employees on present jobs and prepares them for taking up new assignments in future. Companies intending to gain a sustained competitive advantage should help their employees raise their skills by receiving continuous training so that they can learn new things need to ensure quality improvement of the products and services of the company (Pierce and Madden, 2013).

d.) **Participation and Involvement:** Companies intending to gain a sustained competitive advantage should help their employees participate actively decision-making processes and involve them in the day-to-day problems. Putting in place employee involvement program afford employees with opportunities to reflect their own attitudes and work experiences, as well as their own hopes for the future (Bratton and Gold, 2007). Boxall and Macky (2009) state that high-involvement practices may influence organizational performance and that employees' involvement in problem-solving and self-directed teams may increase autonomy and satisfaction.

e.) **Performance Appraisal:** The measurement of employees' performance allows the company to provide compensation fairly to the deserving individuals according to certain predetermined criteria like employee competency, teamwork ability, initiative, soft skills and ethics (Lillian, Mathooko and Sitati, 2012). Performance appraisal involves observing or examining how well an employee adhere to the job attitude that is expected of him/her and employees remain in the focused of supervisor (Selena, 2011). Performance appraisal is not a still evaluation activity, but a dynamic process, which should be viewed as means of planning the employees' performance, evaluation, and improving their performance, rather than targeted underperformed employee with aim to deal with them.

f.) **Compensation and Benefits:** Bratton and Gold (2007, page 358) state that reward refers to 'all of the monetary, non-monetary and psychological payments that an organization provides for its employees in exchange for the work they perform'. Motivating employees through a good reward system constitutes a difficult and challenging task for general managers as it can positively affect employees' behavior toward their jobs and increase their commitment and thus their performance. Armstrong and Murlis (2007) states that reward strategies are an important part of an organization's human resources strategy and should be bundled with other human resources strategies so that they complement and reinforce one another.

g.) **Job Description:** Job descriptions are lists of the general tasks, or functions, and responsibilities of a position. Typically, they also include to whom the position reports, specifications such as the qualifications needed by the person in the job, salary range for the position, etc. Job descriptions are usually developed by conducting a job analysis, which includes examining the tasks and sequences of tasks necessary to perform the job. The analysis looks at the areas of knowledge and skills needed by the job. Note that a role is the set of responsibilities or expected results associated with a job. A job usually includes several roles.

h.) **Grievance handling/conflict management:** Grievance "any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the notice of the management". According to McCleary, Crow and Mathews (1996) organizational leaders and members should be alert to signs of conflict between colleagues so that they can be proactive in reducing or resolving the conflict by getting to the root of the issue. According to Brewer, Mitchell and Weber (2002) conflict is a frequent occurrence in the workplace and conflict management skills are necessary for individual to function effectively at every level in an organization.

2.3 Nature of Training and Manpower Development

There are various forms of training/development programmes that people can be exposed to. These training can be formal or informal. However, all trainings are designed to help organization accomplish its objectives. The various types of training employees can receive according to Ojo (2007), William (2008) and Adeyeye *et al.* (2012) include the following: orientation, on-the-job training, in-service training, off-the-job training, apprenticeship training, internship, vestibule training, decision making/problem solving training, inter-personal skills and attitude change training, and group or sensitive training.

According to William (2008) there are many other different training and development methods which includes; internal training courses, external training courses, on-the-job coaching, life-coaching, mentoring, training assignments and tasks, skills training, product training technical training, behavioural development training, role playing and role-play games and exercises, attitudinal training and development, accredited training and learning, distance learning-all part of the training menu, available to use and apply according to individual training needs and organizational training needs. Training is also available far beyond and outside the classroom. More importantly, training- or learning is anything offering learning and developmental experience. Training and learning development includes aspects such as: ethics and morality; attitude and behaviour; leadership and determination, as well as skills and knowledge (Lawrence, 2004).

Development is not restricted to training-it's anything that helps a person to grow, in ability, skills, confidence, tolerance, commitment, initiative, inter-personal skills, understanding, self-control, motivation, and more. Nwachukwu (2006) posted that on-the-job training is the most popular and in some cases, the only form of training programme used by some organizations. He continues by saying that one of the advantages of on the job training is that it minimizes the problem of transfer of learning associated with other methods of training and the major disadvantage is that the trainer could pick up bad habits.

2.4 Organizational Commitment and Employee Performance

The concept of organizational commitment (OC) and employees' productivity in an organization has generated an exciting debate amongst scholars in the field of human resources management. According to Mowday *et al.* (1979), organizational commitment is the relative strength of an individual's identification with and involvement in an organization. On his part, Zangaro (2001) sees organizational commitment as the act of pledging or promising to fulfill an obligation for the purpose of achieving the goals of the organization. He argues that "a person who is committed to an organization should then be dedicated and have a strong belief in the organization's goals and values." These various conceptualizations of organizational commitment reveal that a truly committed employee would support the organization to achieve its goals and aspirations without coercion from any quarter.

In emphasizing the importance of organizational commitment that results from human development on employee productivity, Meyer and Allen (1991), point out that individuals (employees) with higher level of organizational commitment have a sense of belonging and identification with that particular organization's goals and activities, and their willingness to remain a part of the organization. In the same vein, Matthews and Shepherd (2002), in their work argue that "committed employees have a strong belief in and acceptance of organizations goals and values, show a willingness to exert considerable effort on behalf of the organization, and have a strong desire to maintain membership with the organization." On their part, Golden and Veiga (2008), argue that "organizationally committed individuals are far less likely to engage in absenteeism and turnover." This means that higher productivity is more likely to be recorded amongst employees where organizational commitment is present than where organizational commitment of employees is absent either in public or private organizations.

2.5 The Challenges Encountered by the Organizations on Staff Development

Winning the fierce competition businesses is rather easier through organizational capabilities such as speed, responsiveness, agility, learning capacity, and employee competence. Boudreau and Ramstad (2005) argue that as organizations increasingly compete through talent, their investments in human capital will determine their competitive positions. They noticed that not all the organizations are getting it right when come to manpower management or management of human resources.

2.6 Theoretical Framework

The theory that guides this study is the Human Relations Theory. Uche (2009) posited that human relations era began during 1920s and continued well into the 1960s. A greater concern for the human element in industry characterized this era. Human relation theory holds that human beings working in organizations should be treated like human beings rather than like machines and that their needs should be given attention, so that they can effectively put in their best in the production process. Prominent among the advocates of this theory are, Elton Mayo, Abraham Maslow, Argyris, Rensis Likert. Ojoawo (1995) posited that human relations saw people as the key to productivity. They felt that worker's morale need to be considered first and not last. They believe that sincere sensitivity to people, good human relation and supportive supervision would lead to high morale and higher productivity. Based on this, human relations theorists condemned the mechanistic treatment of human beings, as demonstrated by classical management theory and replaced it with the idea that greater emphasis should be place on employees' motivation and satisfaction. Therefore, it is important that employees work with people in their organization in order to accomplish the set goals. The reason for chosen Human Resources theory is relevant to the present study because it is based on the human resources management. Human resources management basically deals with human beings an organization, understanding their needs, personal and public for their development.

To get the best from them, it is expected that the management should consider their aspiration and welfares and promote positive human relations climate with their subordinate to achieve predetermined goals. Since the focus of the study is based on training, it means that when the management provides staff with the required training it will enhance their development, which will make them to be efficient and effective in the performance, which will make them to be efficient and effective in the performance of their takes. Hence, understanding the need of workers in term of job needs will create a conducive ground for them to known what to do, how and when to do it. When the management has human face for their staff they tend to know their needs and make provision for them, most especially in the area of training to enhance their performance.

3. Research Design

The research design adopted for this study is description survey design. According to Nworgu (1991) descriptive survey design are those studies which aimed at collecting data on, and describing in a systematic manner, the characteristics, features or facts about a given population. The survey method was chosen by the researcher because it will help in determining the role of human resource development in Adamawa State Polytechnic, Yola.

3.1 Method of Data Collection

Data were obtained through two difference source; primary and secondary source. The primary data was collected is the data which is collected by the researcher directly from observation, interview and questionnaire. While secondary data is data collected from published materials, which could equally be sourced from web.

4. Discussion of findings

The finding of this study revealed that training and development, appraisal performance, effective conflict management and incentives, are the only available human resources development programme in Adamawa State, this finding may not be unconnected with the fact that most management of educational and tertiary institutions do not truly focus on the aspect of human resources for the non-teaching as much as they do for teaching staff. This finding conformed to the finding made by Mohammed (2006) that academic staffs in the most tertiary institutions are enjoying various welfare packages than non-teaching staff. He attributed the possibility for the disparities in the level of welfarism for the two classes of the workers to the disparities levels in the academic attainment, the varied levels of research and career development and the fact that academic staffs were the primary tools towards achieving the institutional goals. He commented further that the non-teaching staff spanned from the Registrar, Bursar and other key non-teaching official in the schools to those at lower cadre serve the backbone for the existence of the institutions.

The results of this study also revealed that the respondents benefited very little from human resources development programme in the Adamawa State Polytechnic, Yola, this fact may be in connection with the fact that the focus of management may not be too direct on the non-teaching staff sampled in this study, the human resources development if been provided for both the teaching staff and non-teaching staff it effect is liable to promote individual as a workers, develop them and influenced their commitment toward the institutional growth. However, Gberevbie (2012) found that staff development played double roles it promote the staff and increase the numbers of resource persons in the organization. Madsen, Miller and John (2005) opined that the human resource development programme in any organization should completely takes employee into consideration and ensure easy access for individual without favourism or biasness.

This study found that among the challenges facing human resources development in the study area was abuses of funds, resource and other gross misappropriations. It was also found that wrong motive and lack of specialist hindered effective implementation of various human resource programme in the Adamawa State Polytechnic, Yola, these finding were in line with the findings made by Madsen *et al* (2005) that in spite of well-planned and appropriately documented human resources programme found in many organization, lack of proper implementation remain the bane of the program. He expressed concerned for having management misappropriate budgeted funds for the staff development. He lamented the attitude of some top management that fond of diverting the funds meant for the staff welfare, training and supports for other usage. Mohammed (2006) remarked that while the academic staff were been fairly treated the non-teaching staff endured worst cases of human development.

McNamara (2006) expressed that in spite the fact that lack of proper training and development of employee affect the employee performance in the organization. Most organization are still not ensure that their employees receive training as at when due. According to Shili (2008) lack of adequate training greatly affected the performance of the employee and overall performance of the organization. Shumen (2009) found that those that rely needs the training are often no selected for the training, due to the fact that majority of those needed the training were not having godfather among the management member.

The findings of this study revealed the significant impact of human resources development programmes on staff commitment, staff performance and overall organization performance, these results conformed to the conclusion made by Golden and Veiga(2008) that the success of an organization is highly dependent on the skills, knowledge and experience of its employees, which is a direct product of adequate human resource development capability of that particular organization this opinion was also shared by Rao (2000); Bokeno (2011) and Gberevbie (2012). More so, Mohammed (2006) posits that the success and progress of an organization depend on its ability to maximally explore the talent and potentials of its workforce. Paprocket *al.* (2006) expressed that for organization to achieve the best possible results in terms of efficiency and effectiveness in products/service delivery and profit maximization with available employees at their disposal, such organization need to invest intensively in human resource development.

5. Conclusion

The assessment of the nature of human resources development Adamawa State Polytechnic, Yola established that Adamawa State Polytechnic is effective in the aspects of; performance appraisal, conflict management and incentives, while aspect like training and development, involving member of staff in the decision making, given detailed of job description or job requirement, orientation for work as well as staff welfare are lacking for non-teaching staff in Adamawa State Polytechnic, Yola.

It is also evident from this study that the extent of the benefit derived by non-teaching staff from human resource development programme in Adamawa State Polytechnic, Yola is low. Likewise, the overall performance of institution as a result of ineffective human resource development programme for its non-teaching staff was also low.

The study found that among the challenges facing effective human resources development programme in Adamawa State Polytechnic, Yola include abuses of funds, abuses of resource, gross misappropriations, wrong motive and lack of specialist or resource person. This study has evidently shown that human resource development plays significantly impact on the commitment of non-teaching staff in Adamawa State Polytechnic, Yola.

More so, it is established that human resource development significantly impacted on the performance of non-teaching staff in Adamawa State Polytechnic, Yola. Likewise, human resources development programme in Adamawa State Polytechnic, Yola significantly influencing the overall institutional performance.

5.1 Recommendations

Based on the findings of this study, the following are the recommendations

- i. The management of Adamawa State Polytechnic, Yola should endeavor to improve on their human resource management programme to include training and development of the non-teaching staff. Also, the aspect like involvement in the decision making, giving job description, orientation for worker as well as staff welfare should be included to ensure total upgrading of the non-teaching staff.
- ii. The management Adamawa State Polytechnic, Yola should endeavor to improve on the extent at which the non-teaching staff are benefiting from the school human resource development programme.
- iii. In order to raise the performance level of Adamawa State Polytechnic, Yola as institution, the management should ensure that the available human resource development programme takes care of both teaching and non-teaching staff.

- iv. The management of Adamawa State Polytechnic, Yola should endeavour to perfect their human resource programme by making the funds available and ensure that all money spent on the Human Resource Development are accounted for. More so, the non-teaching staff should be given orientation on the necessity for the participation in the training and development programme for their job efficiency and personal development.
- v. The management of the Adamawa State Polytechnic, Yola should ensure that staff participation, nomination and support are done without bias or favoritism; this will motivate commitment, promote job performance and aided the Adamawa State Polytechnic, Yola to achieve its goals.

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