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Human Resource Development

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Introduction

Term Human resource development is combining to some HRM functions, so it is a relatively modern term as the best means to prepare staff and organization based on activities (organizational development, career development, and training and development. Thus, human resource development is a part of HRM (*table 1 explain that*), and it is the important strategies of the company due to playing role in improving employees' behaviors, and general performance to individuals and organization. In fact, Human resource development activities are interrelated activities significantly. We are here to studying Human resource development. For this, we will show what HRD is? , why this is important? What scope of HRD is? , and how can we do that? All these questions we will answer from next discussion.

Concept of Human Resource Development

1- Definitions of HRD

Nowadays, many authors used term Human resource development (HRD) to indicate training and development, career development, and organization development as an organization's investment in the learning of its people as part of an HRM approach (Bratton & Gold, 1999; Swanson & Holton, 2001; Vinesh, 2014). HRD is based on the beliefs that organizations are human-made entities that rely on human expertise in order to establish and achieve their goals and that HRD professionals are advocates of individual and group, work processes and organizational integrity (Hassan,2007;436). HRD is the process of optimizing the production and utilization of the workforce. HRD is concerned with: (a) Staffing issues: employment, mix and number of personnel, deployment by region, by level of care, by type of establishment, by gender; (b) Education and training: coherence between competencies and needs of the services, programs and curricula, learning strategies, availability of competent teachers and trainers, of adequate infrastructures; (c) Performance management: maintenance and improvement of the quality of services, setting of standards, information and management systems, management practices; (d) Working conditions: recruitment and posting, job and workload definition, promotions and career mobility, incentives, mode and level of remuneration, other conditions of service, management of personnel and labor relations (Dussault, 1999; 4-5). Human resource development (HRD) is a process of developing and unleashing human expertise through organization development (OD) and personnel training and development (T&D) for the purpose of improving performance (Swanson & Holton, 2001; 90):

- The domains of performance include organizations, work processes, and groups and individuals.
- OD is the process of systematically implementing organizational change for the purpose of improving performance.
- T&D is the process of systematically developing expertise in individuals for the purpose of improving performance.

Therefore, HRD is set of systematic tasks to enrichment employees by skills, knowledge, and experiences to meet what are needs a current and the future to achieve the goals.

Table 1:
HRM vs. HRD

HRM	HRD
HRM is set of <i>practices</i> through know What kind of HR we need? And how can we get to them? What we do to them? To achieve goals.	HRD is set of systematic <i>activities</i> to enrichment employees by skills, knowledge, and experiences (improve performance) to meet what are needs a current and the future to achieve the goals.
Include: HR Planning Recruitment & selection Training Compensation Development Career development Performance management	Include: Organizational Development Career Development Training and Development

2- The purpose of HRD

The purpose of HRD is to enhance individual performance and improve organizational effectiveness and productivity (Tabibi, 2011; 166). Now a days, HRD is considered as the key to higher productivity, better relations and greater profitability for any organization (Vasantham,2015;30). Appropriate HRD provides unlimited benefits to the concerned organization. Some of the important benefits are being given here:

- HRD (Human Resource Development) makes people more competent. HRD develops new skill, knowledge and attitude of the people in the concern organizations.
- With appropriate HRD programme, people become more committed to their jobs. People are assessed on the basis of their performance by having a acceptable performance appraisal system.
- An environment of trust and respect can be created with the help of human resource development.
- Acceptability toward change can be created with the help of HRD. Employees found themselves better equipped with problem-solving capabilities.

In additional for that, there are special goals for human resource development in the organization. All leaders obviously must participant in human resource development programs. The results of human resource development are: to increase efficiency, advantages, response to the market by access to organization and active workforce. The significant goals of human resource development are as below (Allameh & others, 2012; 44):

1. Access to organization proficiency.
2. Increasing quality and efficiency.
3. Promotion in growth and individual development.
4. Integrating people into business.

It is worthy noted that goals must be according to organization's goals and missions.

3- Scope of Human Resource Development

After these details, we can identify three basic functions to HRD:

3-1- Organization development: involves organizational reflection, system improvements, Planning and self analysis (Vinesh, 2014; 214). To help adapt with any changes in the Organization. Organizational development consists of the processes and practices through which an organization engages to link its

employees with its mission. In its broadest sense, organizational development means anything that we do in an organization (i.e. a group of people and resources that form a unit) to promote positive change or growth (John's, 2009; 4). Another author said (OD) (Rothwell & Sullivan, 2005; 19-20) involves long-range in perspective, should be supported by top managers, effects change, although not exclusively, through education, change and learning, and emphasizes employee participation in assessing the current and a positive future state, making free and collaborative choices on how implementation should proceed, and empowering the system to take responsibility for achieving and evaluating results. So, **(OD)** *is the process of developing the current reality of the Organization into the better to fit with changes in the external environment and the working environment, By solving current problems and reduce the gap between departments and employees with improve cooperation, coordination and collective action, And to increase the effectiveness of the Organization and the staff, and work into integrate the goals of employees and the Organization.*

OD important, why? It emphasizes both macro and micro organizational changes: macro changes are intended to ultimately improve the effectiveness of the organization as a whole, whereas micro changes are directed at individuals, small groups, and teams. For example, many organizations have sought to improve organizational effectiveness by introducing employee involvement programs that require fundamental changes in work expectations, reward systems, and reporting procedures (Werner & Desimone, 2012;11).

3-2 - Career development: is a general term used to describe a number of activities aimed at enhancing both individual and organizational performance (Everts, 2001; 13). Career development has been explored extensively in the literature because of its benefits to individuals and the organizations (Banks & Nafukho 2008; 47). CD is "an ongoing process by which individual's progress through a series of stages, each of which is characterized by a relatively unique set of issues, themes, and tasks." Career development involves two distinct processes: career planning and career management. CP involves activities performed by an individual, often with the assistance of counselors and others, to assess his or her skills and abilities in order to establish a realistic career plan. CM involves; taking the necessary steps to achieve that plan, and generally focuses more on what an organization can do to foster employee career development. There is a strong relationship between career development and T&D activities. Career plans can be implemented, at least in part, through an organization's training programs (Werner & Desimone, 2012; 12). That means, it Services meeting individual needs are referred to as career planning (e.g., career planning workshops, teaching of advancement strategies), while those related to organizational needs are termed career management (e.g., performance appraisals, management succession and replacement planning), (Bernes, 2000; 11). After that, Agba & others (2010) said "Career development has both personal and organizational dimensions", (p. 106). In additional that, Career development is a formal approach used by the organization to ensure that people with the proper qualifications and experiences are available when needed. Individual careers and organizational needs are not separate and distinct. Organizations should assist employees in career planning so the needs of both can be satisfied (Mondy & Martocchio, 2016; 27). *Thus, (CD) is a process to improve both HR and enterprise performance. There are many strategies to do CD such as (promotion, transfer, demotion, or exit...). On individuals level where used career planning. It is ongoing process in order to achieve satisfaction and motivate the*

employees through know their live job in sequential steps begin first career ladder until retirement age by self assessment (skills, knowledge, and ability) and there are methods to do that (workshops, teaching..). On the other hand, organization level, where used career management that takes into account what the current needs to employees and what the future needs to organization, and taking the necessary steps to achieve that career plan through performance appraisals, management succession, job rotation, training and learning, and consultation.

In sum CD is important, why? It is enhancing both individual and organizational performance. It increases productivity that achieves organizational goals. So, CD does to:

- Assist employees in identifying options and opportunities, and explain to them its expectations of performance required of them.
- Helps employees to development their skills and abilities and to fill the gap between their abilities and job requirements.
- Identify qualified individuals to assume leadership positions, professional, and management.
- Urges to spread the spirit of happiness and satisfaction among employees.
- There will be no problems in the organizational structure and functions or in the system promotion.

3-3- Training and development: Some writers felt that there is a mysterious difference between training and development. Where indicated (Noe & others) the definition of development indicates that it is future oriented. Development implies learning that is not necessarily related to the employee's current job. In contrast, training traditionally focuses on helping employees improve performance of their current jobs (Noe & others, 2011; 259). Also agree with that (Yahaya & other) Training is the process of learning that is organized and carried out by an organization to equip employees with the knowledge, skills and attitudes required to carry out their jobs and to improve their current job performance. Development can be viewed as the learning process to develop the employee in general and not necessarily related to his current job (Yahaya & other, 2009; 254). Here we note the development focus on the future and training on current jobs. Training Process whereby people acquire capabilities to perform jobs (MATHIS & JACKSON, 2011; 250). Focus on preparing for future work responsibilities while also increasing the capacities of employees to perform their current jobs (Werner & Desimone, 2012; 11).

On the other hand, many writers combined between Training and development. Where defined training and development is intended to enhance the performance of employees through a learning process that involves the acquirement of knowledge, improvement of skills, concepts, rules, or changing of attitudes and behaviors in organizational settings (Ahmad & Din, 2009; 165) . Further, (Werner & Desimone) asides it Focuses on changing or improving the knowledge, skills, and attitudes of individuals (Werner & Desimone, 2012; 10). Also, (Pynes, 2009) said T&D is a planned effort by an organization to facilitate the learning of job - related behavior on the part of its employees (Pynes, 2009; 310). Acquiring & prepare better skills. I agree with all the above writers, but I think the combination of the two is important because we cannot dispense one of them. Training is important for solving the current problems, while we need development to improve our situation in order to avoid future problems due to future changes. Without doubt, there are different in content (table2 explain it),

but it is complementary to each other and the result is aimed at achieving the goals of the organization. Thus, can be defined *(T&D) as a process that aimed at the development and improvement of human resources through continuing education to support them with core qualifications to perform their functions effectively.* Ongoing training and development aimed at strengthening human resources capabilities to complete current and future tasks.

**Table2:
differentiation
between T&D**

Dimensions	Training	development
Goal	Transfer of necessary skills to the current trainees.	Development of general skills for trainees.
Focus	Focus for current job tasks.	Willingness to accept the requirements of the new tasks.
Influence	On the current performance.	On the Future performance.
time	Short term: to focus on specific deficiencies	Long term: to enrich employee Skills and a variety of tasks to address variables.
level	Allocated to employees in administrative levels as a whole.	Dedicated to management levels as a whole.
Requirements	Depends on the shortage or lack of skills.	Depends on personal ambition.

After all that, training and development is important, why? The most authors agree that the process of training and development are complementary to each process, and highlights its importance through preparing the current human resources and providing them with skills, abilities and developing to willing to the future of those resources and in order to meet the challenges and changes. The training process is the basis in the light of do development. So, (Ongori & Nzongo) indicated T&D of employees improves communication in an organization, transfer of skills and knowledge, improves job performance, encourages team work, boosts the morale of employees and leads to job satisfaction. Various approaches are used to evaluate the training programs but the commonly used is the reduction of accidents in the workplace and decline in material wastage (Ongori & Nzongo, 2011; 196). And clearly explained (Vinesh, 2014; 215) Training and development is so important because:

- Help in addressing employee weaknesses
- Improvement in worker performance
- Consistency in duty performance
- Ensuring worker satisfaction
- Increased productivity
- Improved quality of service and products
- Reduced cost.
- Reduction in supervision.

Thus, can say that the importance of training and development highlights through achieving job satisfaction and increase staff motivation, and also works to offer help to employees through renew and enrich with the knowledge and skills needed, and achieving a low turnover, and increase the ability to adopt new technologies and methods by creating flexible for staff, and help resolve the troubles of staff and to improve themselves, and increase efficiency in operations.

In sum, we can see what scope of HRD is? By following (table 3):

Table3:
Differentiation between OD, CD, and T&D

Organizational Development	Career Development	Training and Development
(OD) is the process of developing the current reality of the Organization into the better to fit with changes in the external environment and the working environment through solving current problems and reduce the gap between departments and employees with improve cooperation, coordination and collective action, And to increase the effectiveness of the Organization and the staff, and work into integrate the goals of employees and the Organization.	(CD) is a process to improve both HR and enterprise performance. It used career planning on individuals level know their live job in sequential steps begin first career ladder until retirement age through self assessment (skills, knowledge, and ability) and there are methods to do that (workshops, teaching..). career management on organization level, that takes into account what the current needs to employees and what the future needs to organization, and taking the necessary steps to achieve that career plan through performance appraisals, management succession, job rotation, training and learning, and consultation.	(T&D) as a process that aimed at the development and improvement of human resources through continuing education to support them with core qualifications to perform their functions effectively. Training to current events. Development to prepare for the future.
To (Enhanced Organizational Performance) <i>Through</i> Improve communication. Building teams & groups. Change management. Encouragement to collaboration.....	To (Enhancing both individual and organizational performance). <i>Through</i> Promotion, transfer, demotion, or exit.	Improvement and Development of human resources <i>Through</i> Continuing education to support them with core qualifications to perform their functions effectively.

Human Resource Development Process

What is HRD Process Model? Agree (Hill & Stewart, 2000; Swanson & Holton, 2001; Gibb, 2006; Werner & Desimone, 2012; Kumar & others, 2013; Chalofsky & others, 2014) that HRD process involves number of steps to achieve that, but some authors explain that by four or five steps and another authors said HRD process includes three steps like (Hill & Stewart, 2000; Chalofsky & others, 2014). So, after read these can say that HRD process includes four steps is importance to improve the performance:

Phase 1: the HRD needs assessment

Every work, need to HRD whether difficult or easy require good qualification to the task. Because of that, if any employee doesn't have qualification enough to do a job/ to meet any changes that becomes hard. So, HRD needs assessment very important to know what the trouble is and who need improve? HRD needs assessment can be defined as determining the gap between what are the capabilities of the current employee and what required to do. In this step must do ask questions to ensure who needs training & developing and what essential needs? Depended on this information that much necessary do analysis in deferent directions to identify essential needs:

Diagnose the performance requirements of the organization that can be improved through training and document the expertise required to perform in the workplace. The integrity of the TPS is in its connection to important performance goals and in answering one or more of the following questions positively after the program: (1) did the organization perform better? (2) Did the work process perform better? (3) Did the individuals (group) perform better? , Swanson and Holton (2001; 214). Based on that, there are three analyses are important to answer these questions:

- 1- **Organizational Analysis:** Training needs can be diagnosed by analyzing organizational outcomes and looking at future organizational needs. A part of planning for training is the identification of the KSAs that will be needed now and in the future as both jobs and the organization change. Both internal and external forces will influence training and must be considered when doing organizational analysis. For instance, the problems posed by the technical obsolescence of current employees and an insufficiently educated labor pool from which to draw new workers should be confronted before those issues become critical (MATHIS & JACKSON, 2011; 262).
- 2- **Task analysis:** A detailed study of a job to identify the specific skills required (Dessler, 2013; 249). Understanding shortcomings in performance usually requires knowledge about the tasks and work environment as well as the employee. To carry out the task analysis, the HR professional looks at the conditions in which tasks are performed. These conditions include the equipment and environment of the job, time constraints (for example, deadlines), safety considerations, and performance standards (Noe & others, 2011; 193).
- 3- **Person Analysis:** Person analysis helps to identify employees who need training, that is, whether employees' current performance or expected performance indicates a need for training. Person analysis also helps determining employees' readiness for training. Readiness for training refers to whether (1) employees have the personal characteristics (ability, attitudes, beliefs, and motivation) necessary to learn program content and apply it on the job and (2) the work environment will facilitate learning and not interfere with performance. This process includes evaluating person characteristics, input, output, consequences, and feedback (Noe, 2010; 114).

***Needs assessment methods**

There are many methods which can be used to collect information about needs. A distinction is often made between quantitative and qualitative methods.

Quantitative methods collect data that can be counted or measured – it may be specific statements, figures and numbers. Questionnaires and surveys are examples of methods often used to gather quantitative information. **Qualitative** methods tend to be more context-bound and descriptive in nature. They collect data that is less easily counted or measured and often has a smaller area of focus. The perceptions and feelings of the people being interviewed often have an important place in qualitative methods and data. Informal interviews and observation are examples of qualitative methods.

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Phase 2: Design

The second phase of the training and HRD process involves designing the HRD program or intervention. If the intervention involves some type of training or development program, the following activities are typically carried out during this phase:

- Selecting the specific objectives of the program.
- Developing an appropriate lesson plan for the program.
- Developing or acquiring the appropriate materials.
- Determining who will deliver the program.
- Selecting the most appropriate method or methods to conduct the program.
- Scheduling the program.

The design phase also involves selecting and developing the content of the program. This means choosing the most appropriate setting for the program (e.g., on

the job, in a classroom, online or some combination), the techniques used to facilitate learning (such as lecture, discussion, role play, simulation), and the materials to be used in delivering the program (such as workbooks, job aids, web-based or web-enhanced materials, films, videos, Microsoft power point presentations, etc.), (Kumar & others, 2013; 37). That means, in this phase we must develop goals, budget, and identify training methods (On and off the job).

Phase 3: training / implementation

The goal of the assessment and design phases is to implement effective HRD programs or interventions. This means that the program or intervention must be delivered or implemented using the most appropriate means or methods (as determined in the design phase). Delivering any HRD program generally presents numerous challenges, such as executing the program as planned; creating an environment that enhances learning, and resolving problems that may arise (missing equipment, conflicts between participants, etc.), (Werner & Desimone, 2012; 29). On the other hand, many authors are explained that there are two ways for the training. TÜZÜN (2005) explains training methods by following:

- 1- **Off-The-Job Training Methods**; training which takes place in environment other than actual workplace is called off-the job training. Off-the-job training is usually designed to meet the shared learning needs of a group rather than a particular individual's needs. Lectures, computer-based training, games and simulations are the common forms of off-the-job training methods. **Lecture** is best used to create a general understanding of a topic or to influence attitudes through education about a topic. **Computer Based Training** can be defined as any training that occurs through the use of computer. **Games and Simulation** is designed to reproduce or simulate processes, events, and circumstances that occur in the trainee's job.
- 2- **On-The-Job Training Methods**; the purpose of the on-the-job training session is to provide employee with task-specific knowledge and skills in work area. The knowledge and skills presented during on-the-job are directly related to job requirements. Job instruction technique, job rotation, coaching and apprenticeship training are the common forms of on-the job training methods. **Job Instruction Training** is a structured approach to training, which requires trainees to proceed through a series of steps in sequential pattern. **Job Rotation** is the systematic movement of employees from job to job or project to project within an organization, as a way to achieve various different human resources objectives. **Coaching** is the process of one-on-one guidance and instruction to improve knowledge, skills and work performance. **Apprenticeship** is one of the oldest forms of training which is designed to provide planned, practical instruction over a significant time span (p.147-151).

Phase 4: evaluation

Finally, evaluation of HRD, that means the final outcome. Do HRD is successful or not (opinions of partnership)? Do persons benefit from the HRD process or not (extend of learning, changing of behaviors)? And do they achieve goals? Here (Kumpikaite & Sakalas, 2011) According to Phillips (1996), explain evaluation can serve a number of purposes within the organization. Evaluation can help to do following:

- Determine whether a HRD program is accomplishing its objectives;
- Identify its strengths and weaknesses;
- Determine its cost-benefit ratio;
- Decide who should participate in future HRD programs;

- Identify which participants benefited the most or least from the program;
- Reinforce major points to be made to the participants;
- Gather data to assist in marketing future programs;
- Determine if the program was appropriate;
- Establish a database to assist management in making decisions (p.47).

Thus, the question here how we can know are HR enhance or not? Answer that, Pareek (1978) according to Hamblin (1974) has summarized the various techniques (38) discussed under his five-level model.

These are:

Reaction (6): Session reaction scales, reactions notebooks and participation, observers records, studies of intertrainee relationships, end of-course reaction form, post-reactions questionnaires and interviews, and expectations evaluation.

Learning (13): Pre-course questionnaires to instructors, programmed instruction, objectives tests, essay-type written or oral examinations, assessment by trainees of knowledge changes, skills analysis and task analysis, standardized tests of skill, tailor-made techniques for evaluating skill, assessment by trainees of skill changes, standardized attitude questionnaires, tailor-made attitude questionnaires, semantic differential scales, and group feedback analysis.

Job Behavior (13): Activity sampling, SISCO and Wirdeus techniques, observer diaries, self-diaries with interviews and questionnaires, appraisal and self-appraisal, critical incident technique, observation of specific incidents, depth interviews and questionnaires, open-ended depth techniques, and prescription for involving management in the training process.

Organization (4): Indexes of productivity, labour turnover, etc., studies of organizational climate, use of job behavioral objectives to study behaviour of non-trainees, and workflow studies.

Ultimate value (2): Cost-benefit analysis and human resources accounting (p.294).

In sum, we can explain HRD process by figure (1);

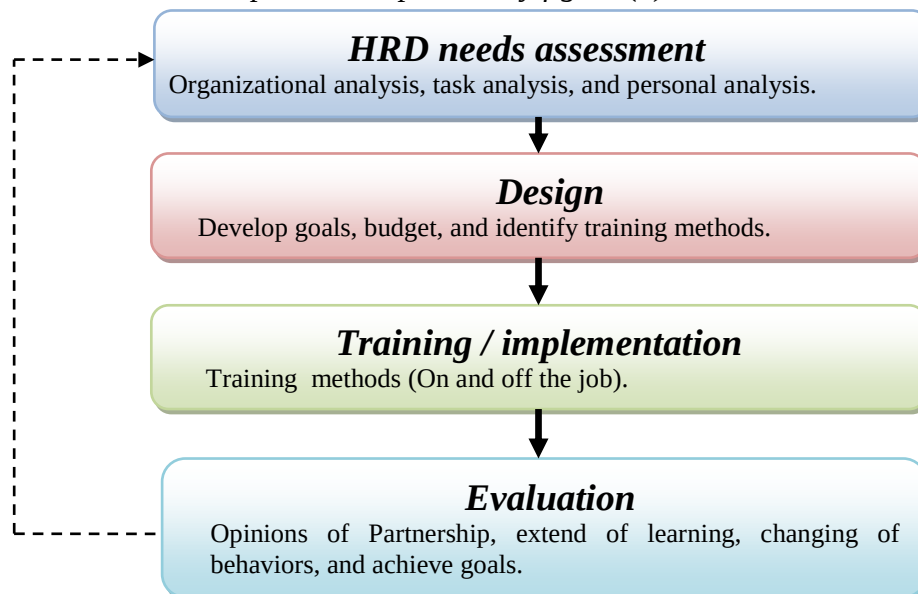


Figure (1); HRD process.

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