

# Human Resource Development Climate at the Ethiopian Investment Agency (EIA)

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## *Abstract*

*An organization's success is determined by well-trained and skilled employees. Human beings are considered the nucleus in basic principles of organization and are of its big asset. Giving the opportunities and providing the right type of HRD climate in an organization can help individuals to give full contribution to their potentials, to achieve the goals of the organization, and thereby ensuring optimization of human resources. For this basic purpose a congenial HRD climate is extremely vital. Thus the study is aimed at assessing the extent of developmental practice prevailing at the Ethiopian Investment Agency. For the purpose of the study, primary data were collected from 25 respondents in both actions through a structured, self administered 38-item Human Resource Development Practice/climate questionnaire developed by Rao and Abraham 1986. The questionnaire measure the General HRD Climate, HRD Mechanisms and OCTAPAC (Openness, Confrontation, Trust, Autonomy, Pro-action, Authenticity and Collaboration) culture. The study revealed that the two variables: General Climate, and OCTAPAC culture are congenial and are scored the mean and average (3.11 and 52.58%), and (3.25 and 56.25%) respectively. However, results show that the mean and average scores for HRD Mechanism are (2.99 and 49.74%) which shows lower level of developmental climate at the Agency. To restore this unfavorable scenario of HRD mechanism, management have to make every effort to advance HRD climates to enable individuals to learn, grow, and develop competence to perform at his/her highest possible intensity now and for the future. And further, reinforce and institutionalize HRD plan, where by investment in human capital is cultivated, hence develop and sustain competitiveness of the Agency.*

*Keywords: Organizational Climate, HRD PRACTICE, HRD Mechanism, OCTAPAC Culture, General HRD Climate*

## **1. Introduction**

The 1980s marked a turning point in people management practice. The rise for strategic approach to the management of people, the business landscape is changing rapidly; the entrance of new players in business has intensified competition. Emerging competitive environment become imperative for organizations to equip their workforce by providing developmental opportunities as well as prevailing favorable HRD climates and developing and retaining skilled and talented HR become compulsory.

Human resource development (HRD) has been defined in variety of ways to see its strategic role in organizational development. HRD is about meeting business needs through learning (Robyn 2001). It is concerned with the provision of learning, development and training opportunities in order to improve individual, team and organizational performance (Armstrong 2007). It is essentially a business-led approach to developing people within a strategic framework. HRD objective is for a higher quality of work-life, productivity, adaptability, and effectiveness (Newstrom and Davis 1993).

HRD involves the skills, knowledge, expertise and experience that individuals possess; the way firms choose to compete, set out their strategies and design jobs; and the way individual workers are seen by society (David and Geoffrey 2009). It illustrates standpoint on the nature of work and the way work impacts on skills and skills impact on work. HRD defines three-fold definition of skills: skill in the person, skill in the job and skill in the social setting are useful one (David et al. 2009). It captures the different aspects of skills and brings out the way that skill in one area (say, skill in the person) may not necessarily be translated to practice (skill in the job, because of the way work is carried out) or may not be widely recognized (skill in the

social setting, because of the gender or race of the person possessing the skill) (David et al. 2009).

HRD is a process by which the employees of an organization are helped, in a continuous, planned way: 1) to acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles, 2) develop their general capabilities as individuals and discover and exploit their potentials for their own and/or organizational development purposes, and 3) develop an organizational culture in which supervisor-subordinate relationships, teamwork, and collaboration among sub-units are strong and contribute to the professional well being, motivation, and pride of employees (Rao 1985). HRD aims to add value to the achievement of an organization's goals and objectives through pointing people in the right direction (alignment) and in developing their beliefs and commitment to the organization's purpose and direction (engagement). It is a process for developing and unleashing human expertise through organization development and personnel training and development for the purpose of improving performance (Swanson and Holton 2001).

HRD involves introducing, eliminating, modifying, directing and guiding processes in such a way that all individuals and teams are equipped with the skills, knowledge and competences to undertake current and future tasks required by the organization (Armstrong 2007). It is development that arises from a clear vision about people's abilities and potential and operates within the overall strategic framework of the businesses. HRD is knowledge development perspective conceptually and empirically fits with work on technological evolution and organizational knowledge creation and deployment (Howard and Martin 2006). It enhances resource capability in

accordance with the belief that the human capital of an organization is the most important source of competitive advantage.

HRD is the identification of needed skills and active management of learning for the long range future in relation to explicit corporate and business strategy (Armstrong 2007). It is about ensuring the right and quality people are available to meet present and future organizational needs. This is achieved by producing a coherent and comprehensive framework for developing people. It is developing intellectual capital and promotes organizational, team and individual learning by creating a learning culture— an environment in which employees are encouraged to learn and develop and in which knowledge is managed. HRD is the other strand of the learning approach, the knowledge development perspective, treats organizations as sets of interdependent members with shared patterns of cognition and belief (Howard et.al 2006). HRD comprise three sophisticated human resource management practices: investments in human resource planning, the accurate projection of human capital needs; investments in hiring, the identification of individuals that are best suited to meet organizational objectives; and investments in the development of employees (David et al 2009). It illustrated in terms of the identification and development associate with the creation and maintenance of human capital as a strategic resource that gives the firm a competitive advantage.

The real value of HRD should be measured in terms of its contribution to organizations as opposed to the value of learning for the individual (Kuchinke 1998). It is about improving performance through learning-based strategies for the purpose of achieving business goals. HRD is about

fostering individual employee growth and development through learning (Robyn 2001). The competing standpoint of HRD is primarily about helping individuals working in organizations to learn and grow. HRD involves stimulating questions about current work processes and creating opportunities for critical reflection on both explicit and tacit knowledge used as part of work (Argyris 1994). HR development is a strategic role of human resources (SMUC 2004). It evolves concept for building workforce performance to meet the needs of an organization as organization cannot be successful without well-trained and skilled employees.

In spite of the importance being placed on strategic HRD, many organizations have been slow to transform their HR function into one which is truly strategic and proactive rather than transactional and reactive (Mello 2011). HRD deals with learning organizations empower employees to learn as they work both individually and collectively, to utilize technology for more productive outcomes, to strive for continuous improvement, and to critically question processes and work practices and their underpinning assumptions (Denton 1998). HRD connotes the organization's efforts in its programme to provide the need based training and education to its workers to enable them become competent in handling their present or future assigned tasks (Mello 2011). It is an indispensable factor in building and maintenance of the organizational effectiveness. Investing in people should be as systematic as investing in any other vital resource, based on logical frameworks and focused on optimization (Wayne and John 2011). It is the methods of integrating and maintaining workers in an organization so that the organization can achieve the purposes and meet the goals for which it is established.

The world's most admired companies invest in people and see them as assets to be developed (Wayne and John 2011). The ultimate purpose of an investment framework in HRD is to improve decisions about investments, decisions about talent, human capital, and organizational effectiveness and is increasingly central to the strategic success of virtually all organizations (Otu 2011). HRD is the main means by which management can influence and modify the skills, attitudes and behaviors of employees in order to carry out work and meet organizational targets (Seeck and Parzefall 2010). It is a way of organizing people to support inter-dependence, cooperation and creating close coordination among the staff members. The success in an organization depends, to a large extent, on the existence of a favorable HRD climate (Venkateswaran 1997).

Human Resource development (HRD) is used interchangeably as: education, people development and training, learning and development (Harrison and Kessels 2004). It is organizational progress and individual potential enhanced through competence, adaptability, commitment and knowledge creating activity of all who work for the organization (Harrison et al. 2004). HRD is learning and development in an organizational process and developing people that involve the integration of learning and development processes, operations and relationships (Armstrong 2007). HRD is an organizational process comprising skilful planning and facilitation of a variety of formal and informal learning and knowledge producing processes and experiences. HRD is the process of behavioral modification or molding of workers in order to integrate organizational needs with their characteristics (Otu 2011).

Based on this HRD essentials, it is therefore, it become essential to assess the HRD climate at the Ethiopian Investment Agency (EIA), to examine the level of HRD climate specifically the study is intended to look at the current climate and implementation of HRD practice, working environment and to show the problems in line with literature review and recommend the solutions thereon.

### **1.1. Statement of the Problem**

Today, the world of work and organization has become increasingly challenging and unstable. This is because of problems currently facing organizations such as globalization, responsiveness to customers, managing change and new technologies. Technologies and changes are impacting the workplace in a way that requires HRD to change internal climates and causing a paradigm shift from the old ways of thinking and practices. To cope with dynamic and competitive environment, EIA tried to implement and practice new working systems such as business process reengineering (BPR), performance management (PM), and balance score card (BSC) that of course requires training and retraining its existing work force.

Though, it has been implementing the new and technology assisted working system, the Agency has given less attention to HRD practice typically to learning, education, development and training that enable individuals to carry out their work effectively. The extent of managerial commitment to develop competent and productive workforce, and the broad array of opportunities available for individuals and teams to improve their technical and social skills through training and development to fit this dynamism in the

work place seems weak. The customary practices to invest in physical asset than investing in human resources perceived institutional.

Performance appraisal and reward management systems are viewed inconsistent, seems not based on a well-articulated philosophy, transparent and consistently applied, and provides a clear link between pay and performance that encourage and recognize high performance. HRM practices looks less supported where by knowledge sharing is valued and rewarded. These enlarge fear and frustration in the minds of competent workforce to develop self-reliance and confidence in control of their own destiny and to be more productive. Efficiency gets a lot of attention, but effectiveness and impact are often seems unmeasured. The Agency is critically suffers with professional employees turn over and even to others in terms of programming and achieving its strategic objectives. Thus, this survey will examine the existing problems in HRD practice and of climate based on empirical data that illustrates problems in HR development. Through analyzes of empirical data aligned with the HRD practice and of climates at the Agency this survey will come up with solid findings and recommendations.

## **1.2. Research Questions**

1. To what extent do top managements make efforts to identify and utilize the potential of the employees and train and develop employees lacking competence in doing their jobs?
2. What is the level of top management support for HRD practice and of climate at the EIA?
3. To what extent are the HRD sub-systems implemented at EIA?
4. How is EIA functioning in terms of developing effective working culture?

### **1.3. Objectives of the Study**

#### **General Objective**

The general objective of this research is to assess Human Resource Development (HRD) climate at the Ethiopian Investment Agency (EIA).

#### **Specific Objectives of the Study**

- To assess the extent that top management makes efforts to skill up and committed to train and develop employees lacking competence in doing their jobs.
- To examine the level of top management support in HRD practice to achieve the strategic objectives of the Agency.
- To ascertain the extent of HRD sub-systems implemented, worthily considered and consistently practiced at EIA and
- To scrutinize tangible functional practice in terms of developing effective working climate, and
- Based on findings, to draw conclusions, and place recommendations to be used as a tool for HRD practice and develop learning at EIA.

### **1.4. Significance of the Study**

The study is so vital, to verify contextually how HRD climate is helping in meeting business needs, fostering individual employee growth and development through learning. It also illustrates how effective HRD climate is an imperative in integrating and maintaining workers in an organization, so that organization can achieve the purpose and meet the goals for which it is established. It is used as a tool to understand, the need to “put people first” is basic in achieving organizational objectives. The study can be used as a key strategic instrument in meeting and managing the challenges of

competitive environment. And remarkably, this survey finding is essential for academicians, specialists, professionals' researchers, colleges and universities.

### **1.5. Scope of the Study**

Though HRD is a wide and multidimensional concept, the scope of this study is limited to basic aspects of HRD: education, training, learning, development and working culture which more reflects HRD climate at the agency. And same, due to time and resource constraints, the study limited to those key issues related to employees' motivational factors, and to the current working climate restraining the Agency to be efficient, effective and competitiveness.

## **2. Research Design and Methodology**

### **2.1. Research Design**

To convene this survey, questionnaire, interview, observation and data collections and analysis are used to elicit responses of individuals working in different departments of an agency. This helps to ensure that this survey adds to the existing body of knowledge, bridges current gaps and is useful in HRD policy formulation. It is designed to examine the current HRD climate and of practice at EIA, giving particular attention to the working culture and management of people in the workplace. To qualify this survey to be more rigorous, systematic, valid and verifiable, applied research is preferred to be used to solve specific problems and questions for HRD policy formulation and practice. The structured approach is also used to inquiry as it is usually classified as quantitative research that forms the research process-objectives, design, sample, and the questions that to be asking of respondents- is

predetermined to be opened and closed ended. And same, qualitative approach is also used to explore the nature of the problem.

## **2.2. Population and Sampling Techniques**

The Agency has 134 employees of which 30 are professionals and 104 are support staffs as to the Agency HR structure (EIA 2002). To make the survey feasible, 40 questionnaires are distributed to sample wise selected respondents of which 25 are collected and used, 5 are incomplete and are not considered and 10 did not collected due to respondents' matters. Out of 25 respondents 19 are male and 6 are female, 18 below 40 years old, and 7 above 40. To their educational level, 17 have B.A and above, 5 Diploma, and 3 are 12 grade. Of the respondents 21 have work experience in government organizations and 4 of them do have NGO experience. To their marital status 16 are single and 9 are married.

The sampling technique is used as representative and allows this research to make accurate estimates of the thoughts and behavior of the larger population (Seymour 1976). A sample is a segment of the population selected to represent the population as a whole. And to make this survey more confidential, judgmental technique that focus on professionals rather than random sampling technique are preferred more to justify HRD Practice as of climate as a key to growth and development in an organizations. The questionnaires are distributed to the executives, and professional expertise and feedback on the survey instrument with respect to the construct validity to be obtained and analyzed. Sample characteristics and size are used based on proper proportion of the Agency's human resource and the need for survey reliability. This is to validate the construct, variables and concepts.

### **2.3. Types of Data and Tools**

To make this survey more unflinching it is so important that it has to be supported by evident data. Indeed, secondary data, performance reports, job specifications and job descriptions documents, strategic plan documents, training and development documents, reports, questionnaires, checklists, websites and journal articles, etc. are explored and used as sources of data. Observation and interviews are also used as primary source of data to make the survey stand more on current matter-of-facts.

### **2.4. Procedures of Data Collection**

Two methods are used in this survey: Primary data collection and secondary data collection. To collect the data, three stages are practiced: a) pilot survey b) in depth interviews: focus group discussions and c) full scale questionnaire survey are used. Review of relevant documents at EIA such as the strategic plan (SP) and HRD documents, performance managements (PM) and techniques are used to assess and make the survey more realistic and dependable. To construct the survey more consistent, a 38-item HRD climate questionnaire developed by the Centre for HRD, Xavier Labor Relations Institute (XLRI) (Rao, and Abraham 1986), is used to analysis the extent to which development climate exists at the Agency. The 38-item questionnaire measures the three components of HRD Climate: top management's commitment to HRD practice, the functioning of the various HRD sub-systems; and the working climate.

### **2.5. Methods of Data Analysis**

Data analysis and interpretation are the heart to this research topic and the findings of the study are addressing to cement the outcome. Since the

questionnaires are used a five-point scale (5-almost always true, 4-mostly true, 3-sometimes true, 2- rarely true, 1- not at all true), an average mean scores below 3 and around indicates low HRD practice and of 3 and above indicate a moderate tendency on HRD climate existing in the organization, while scores around 4 and above indicates a high degree and of favorable working climate exists in an Agency.

A 38-item HRD climate questionnaire that have been grouped and tabulated into three categories: 1) General HRD practice-top management; 2) HRD mechanisms-HRD sub-system; and 3) OCTAPAC culture. Items in the general HRD practice-top management deal with importance given to the HR development aspects by the top management at the Agency. HRD mechanisms-HRD sub-system measures the extent to which the line managers are practicing HRD seriously. The OCTAPAC items deal with the extent to which openness, confrontation, trust, autonomy, pro-activity, authenticity, collaboration are practiced and maintained at the Agency. And the items in each category are going to be calculated and analyzed to capitalize the survey outcome.

In order to make this survey interpretation easy the mean score are converted into percentage score using the **formula percentage score = (mean score - 1) x 25**. This assumes that a score of 1 represents 0 percent, of 2 represents 25 percent, of 3 represents 50 percent, of 4 represents 75 percent, and of 5 represents 100 percent. Percentage score indicates that the degree to which HRD practice and climate are tiled at the Agency out of the ideal 100.Indeed, care has been taken bearing in mind that research design and methodologies

are tools providing vital inputs into a study and therefore the quality and validity of the findings are exclusively dependent on it.

### 3. The Study Findings and Discussion

#### 3.1. Findings of the Study

**Table 1: Survey Finding Results**

Item No.	Total score	Mean score	%
1	73	2.92	48
2	82	3.28	57
3	82	3.28	57
4	75	3.00	50
5	63	2.52	38
6	76	3.04	51
7	73	2.92	48
8	84	3.36	59
9	99	3.96	74
10	71	2.84	46
11	88	3.52	63
12	78	3.12	53
13	69	2.76	44
14	78	3.12	53
15	49	1.96	24
16	66	2.64	41
17	77	3.08	52
18	73	2.92	48
19	69	2.76	44
20	86	3.44	61
21	72	2.88	47
22	79	3.16	54
23	77	3.08	52
24	88	3.52	63
25	57	2.28	32
26	57	3.36	59
27	84	3.52	63
28	88	4.00	75
29	98	3.92	73
30	85	3.40	60

31	71	2.84	46
32	72	2.88	47
33	90	3.60	65
34	76	3.04	51
35	66	2.64	41
36	80	3.20	55
37	68	2.72	43
38	61	2.44	36
<b>Total score</b>		<b>3.08</b>	<b>52</b>

To scrutinize and interpret the findings of the study, three possible units of analysis are considered and practiced: (1) general HRD practice-top management; (2) HRD sub-system; and (3) entire Agency populations and working climate. According to the survey findings (table 1); the overall survey result shows the mean and average scores are 3.08 (52%) respectively. Empirically, items scoring above 3.00 (50%) is relatively high mean and average scores, and are indicated as follows as indicated on Table 1. Despite the fact that the survey analysis and respondents' scores position illustrates the overall mean and average scores 3.08 (52%), and showing the existing HRD climate at EIA referred moderately favorable in a general viewpoint, attention should be paid to the following items (table 1) in which their mean and average scores are low and below the average i.e. defect 3 point and 50 percent.

To survey items scored low results are top managements make efforts to identify and utilize the potential of the employees and train and develop employees lacking competence in doing their jobs (item 1 with mean and average scores 2.92 (48%)); the top management is willing to invest a considerable part of their time and other resources to ensure the development of employees (item 5 with mean and average scores 2.52 (38%)); people lacking competence in doing their jobs are helped to acquire competence

rather than being left unattended (item 7 with mean and average scores 2.92(48%)); and item referring to employees in this organization are very informed and do not hesitate to discuss their personal problem with their supervisors (item 10 with mean and average scores 2.84 (46%).

And same, to those items referring to top management of this organization makes efforts to identify and utilized the potential of the employees (item 13 with mean and average scores 2.76 (44%)); mechanisms in this organization to reward any good work done or any contribution made by employees (item 15 with mean and average scores 1.96 (24%));employee dose good work his supervising officer take special care to appreciate it (item 16 with mean and average scores 2.64 (41%)); people in this organization do not have any fixed mental impressions about each other, (item 18 with mean and average scores 2.92 (48%)); employees are encourage to experiment with new methods and try out creative idea (item 19 with mean and average scores 2.76 (44%));and weakness of employees are communicated to them in a non-threatening way (item 21 with mean and average scores 2.88 (47%).

And similarly, to employees returning from the training programs are given opportunities to try out what they have learnt (item 25 with mean and average scores 2.28 (32%)); delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in organization (item 31 with mean and average scores 2.84 (46%)); seniors delegate authority to juniors, the juniors use it as an opportunity for development (item 32 with mean and average scores 2.88 (47%)); career opportunities are pointed out to juniors by senior officers in the organization (item 35 with mean and average scores 2.64 (41%)); organization ensures employee welfare to such an extent that the employees can save a lot of their mental

energy for work purposes (item 37 with mean and average scores 2.72 (43%));and job-rotation in this organization facilities employee development (item 38 with mean and average scores 2.44 (36%)). Indeed, the Agency should seriously reassess, and re-vitalize these items to build and craft the Agency more effective, efficient and competitive. In point of fact, the top management requires big thought to improve the top-middle-operational level management practice and develop strategically integrative HRD system and boost favorable climate at the Agency.

### **3.2. Discussions**

From the view point and of literatures review, HRD and developing resourceful humans is not solely about the activities of corporate training, rather it involves the skills, knowledge, expertise and experience that individuals possess; the way firms choose to compete, set out their strategies and design jobs; and the way individual workers are seen by society (Cockburn 1983). Accordingly, the general HRD practice-top management, HRD sub-systems, the OCTAPAC culture, the comparative analysis and HRD climate items are characteristically categorized and markedly illustrated. The findings are traced on literatures, based on respondent record data, observations and analysis and are illustrated here under.

#### **3.2.1. General HRD Climate-Top Management**

To analyze the general HRD practice-top management, 14 corresponding items are identified from the questionnaire and the respondents' perceptions at the Agency are accordingly scored. Table 2 shows the mean, average as well as total average scores in respect of the general HRD climate prevailing

in the organizations. Accordingly, the overall mean and average scores (Table 2) for 14 items are 3.11 and 52.58 percent and are evidenced moderate setting at the agency.

**Table 2: General HRD Climate-Top Management**

General HRD Practice			
No.	ITEM	Mean Score	%
1	Top managements make efforts to identify and utilize the potential of the employees and train and develop employees lacking competence in doing their jobs	2.92	48
2	The top management support level for HRD practice at the EIA is high in terms of employees training and development	3.28	57
3	Development of the subordinate is seen as an important part of their job by the managers/officers here	3.28	57
4	The personnel policies in this organization facilitate employee development	3.00	50
5	The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees.	2.52	38
6	Senior officers/executives in this organization take active interest in their juniors and help them learn their job.	3.04	51
7	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended	2.92	48
8	Managers in this organization believe that employee behavior can be change and people can be developed at any stage of their life	3.36	59
9	People in this organization are helpful to each other	3.96	74
10	Employees in this organization are very informed and do not hesitate to discuss their personal problem with their supervisors	2.84	46
11	The psychological climate in this organization is very conducive to any employee interested in developing himself by requiring new knowledge and skill	3.52	63
12	Senior guide their juniors and prepare them for future responsibilities/roles they are likely to take up	3.12	53
13	The top management of this organization makes efforts to identify and utilized the potential of the employees	2.76	44
18	People in this organization do not have any fixed mental impressions about each other	2.92	48
	Over all *Total Mean Score $43.44/14=3.11$ & % total $736/14=52.58$	3.11	52.58

Top management support is highly required to create a positive environment for employee development. It is worthy of note that the top management positively support HR development. This is evident in its conviction that HR is the most valuable asset (item 2) that shows the top management support level for HRD practice at the EIA is moderate in terms of employees training and development scores 3.28 (57%). This indicates that senior managers' commitment to employee development is notable. Items 3, 6, 8 and 12 have mean score of 3.28, 3.04, 3.36 and 3.12 which are scoring above 3 mean and average points (50%) respectively. The items illustrate that managers in the Agency take subordinates' development with the seriousness it deserves.

From this point of view, it has been observed that the working climate at the Agency is relatively conducive. For instance, items 9 that stating people in this organization are helpful to each other, and item 11 that stating the psychological climate in this organization is very conducive to any employee interested in developing himself by requiring new knowledge and skill have high mean scores of 3.96 (74%), and 3.52 (63%) revealing strong interpersonal relationship and cohesion are showing healthy HRD practice and climate as well. Indeed, results of this data analysis show that the general HRD climate prevailing at EIA is moderate and friendly. The implication of this is that most of the items explaining the general HRD practice-top management are scoring above the average. Most of the items illustrate top managements are moderately committed to practice the development of employees by creating favorable atmosphere to learn.

However, the core item in the survey reflecting HRD climate (item 1) stating top managements make efforts to identify and utilize the potential of the employees and train and develop employees lacking competence in doing

their jobs is scored 2.92 (48%), which is low mean and average registered. And same, the top managements willing to invest in HR to ensure the development of employees (item 5) with the mean score 2.52 (38%) and identification and utilization of employees' potentials (item 13) with the mean score 2.76 (44%) which all are referring to the top management practice and willingness to identify and utilized the potential of the employees are below the average and need strong attention.

Further, items 7 demonstrating the facts of people's lacking competence in doing their jobs and are helped by the managements to acquire competence rather than being left unattended, and item 10 which refers to employee and supervisors' interaction and communication have low mean and average scores 2.84 (46%) and 2.92 (48%) respectively. At this point, top management should give due attention and tamper with HRD climate with seriousness it deserves to those items with low mean and average score and registered below the average.

### **3.2.2. HRD Mechanism: Implementation of HRD Sub-Systems**

Examination of the effecting HRD sub-systems such as training, performance appraisal and feedback, potential appraisal, career planning, rewards and employee welfare are grouped in to 15 items. According to the respondent score analysis (table 3) the overall HRD sub-systems mean and average scores are 2.99 (49.74%).

**Table 3: HRD Mechanism- HRD Sub-System Practice**

HRD Mechanism			
No	ITEM	Mean Score	%
14	Promotion decision are based on the suitability of the promote rather than on favoritism	3.12	53
15	There are mechanisms in this organization to reward any good work done or any contribution made by employees	1.96	24
16	When an employee dose good work his supervising officer take special care to appreciate it	2.64	41
17	performance appraisal reports in our organization are based on objective assessment and adequate information and not on favoritism	3.08	52
19	Employees are encourage to experiment with new methods and try out creative idea	2.76	44
20	When any employee makes a mistake his supervision treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging	3.44	61
29	Employees are not afraid to express of discuss their feelings with their subordinates	3.92	73
30	Employees are encourage to take initiative and do things on their own without having to wait for instruction from supervisors	3.40	60
32	When seniors delegate authority to juniors, the juniors use it as an opportunity for development	2.88	47
26	Employees are sponsored for training programs on the basis of genuine training needs	3.60	65
34	When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back	3.04	51
35	Career opportunities are pointed out to juniors by senior officers in the organization	2.64	41
36	The organization' s future plans are made known to the managerial staff to help them develop their juniors and prepare them for future	3.20	55
37	This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes	2.72	43
38	Job-rotation in this organization facilities employee development	2.44	36
	Overall *Total mean score $44.84/15=2.99$ & %total average score $746/15=49.74$	2.99	49.74

Illustratively, the overall general point of HRD sub-system climate scores 2.99 (49.74%) curtails and shows low degree at the Agency. But, when it looked in to each items scrutiny it is caring. Accordingly, the basic aspects and/or items of HRD mechanisms-HRD sub-system as to respondent scores and data analysis are enumerated below:

**Training:** Training is one of the most important subs-system of HR development practice. It is generally carried out either formally or informally in almost all organizations irrespective of the size of the units. Training is providing opportunities for self-development in work process and can be achieved as much through training, as through the way jobs are organized and designed (Armstrong 2007). There is a provision for on the job and off the job training in all the units under study. A majority of the respondents of the present study have mentioned that when employees in their units are sponsored for training, they take it seriously and try to learn from the programme they attend. Majority of them felt that they are sponsored for training programmes on the basis of genuine training needs. The items 26 stating that employees are sponsored for training programs on the basis of genuine training needs indicates a high mean score 3.60 (65%) which shows execution of training programme at the agency is levelheaded.

**Performance appraisal and feedback:** Performance appraisal as per respondents score are based on objective assessment and adequate information at the Agency. This is indicated by the mean score of performance appraisal report item 17 pertaining to this aspect, put together has been calculated as 3.08 (52%), which shows moderate level of implementation of performance appraisal and feedback mechanisms.

**Potential appraisal and career planning:** In organizations that subscribe to

HRD, the potential (career enhancement possibilities) of every employee should be assessed periodically (Rao 1985). This shows that the Agency placed adequate processes for potential appraisal and career planning for employees when compared to training and performance appraisal. Item 20 with mean and average score of 3.44 (61%) that states when any employee makes a mistake his/her supervision treat it with understanding and help him/her to learn from such mistakes rather than punishing or discouraging him/her scores high points. And, item 36 with mean and average scores 3.20 (55%) pointing out career opportunities to juniors by senior officers, preparing them for future bearing HRD opportunities is also scored moderate as per data analysis.

Rewards and employee welfare: reward systems are designed to attract, retain, motivate and maintain high standards of performance (Kuchinke 1998). Recognizing and rewarding employee performance is important aspect of HRD live out. This is reflected in items 15 and 16 which have been calculated as low mean and average score 1.96 (24%) and 2.64 (41%) respectively. And same, item 19 stating employees are encourage to experiment with new methods and try out creative idea scores low and below the average 2.76 (44%). Comparatively speaking, it appears that training and performance appraisal and feedback are full-fledged to some extent at the Agency, whereas rewards and employee welfare, and career planning are below the average and not matured. This indicates that there is halfhearted to employees' performance at the agency to find out their strengths and weaknesses from their supervising officers and colleagues to be more creative and productive. This is serious infirmity of the agency.

### **3.2.3. HRD Climate (OCTAPAC) Culture Analysis**

OCTAPAC (Openness, confrontation, trust, autonomy, pro-activity, authenticity, and collaboration) cultures are considered to be the central measurement to determine HRD climate at the agency. Organizational culture develops from the interactions of personal and professional characteristics of people within the organization, organization ethics, and the nature of the employment relationship between a company and its employees; and the design of its organizational structure. These factors work together to produce different cultures in different organizations and cause changes in individual behavior. The structure of an organization's culture provides much of the authority relationships and patterns in which individuals work. The formal structure establishes formal communication channels, the type of supervision (close versus general), the level of specialization employees have, and the location where decisions made (centralized or decentralized).

The prescribed side of an organization's climate is the one that is planned by the managers and the managerially approved teams who establish the official boundaries, the rules, procedures, and the work assignments that result in organizational performance. Organizational culture is shaped by individual, group and organizational working characteristics as they interact within the formal and informal structures. It is noted that every organization has its own culture; that is, it has its own set of values, norms, attitudes and practice. To craft OCTAPAC items nature more clear and understandable, respondents' data are illustrated as follows: Openness entails employees' freedom to discuss their ideas, activities, and feelings with each other. Accordingly, the survey analysis and records shows that the overall openness items (Table 4) scored the mean and average of 3.42 (60.5%) which is higher

compared to other OCTAPAC items and showing moderate climate. This substantiate openness is vigorously practiced at the agency.

**Table 4: Openness**

Organizational climate			
No.	ITEMS	Mean score	%
10	Employees in this organization are very informed and do not hesitate to discuss their personal problem with their supervisors	2.84	46
18	People in this organization do not have any fixed mental impressions about each other	2.92	48
28	Employees are not afraid to express of discuss their feelings with their superiors	4.00	75
29	Employees are not afraid to express of discuss their feelings with their subordinates	3.92	73
	Overall Score	3.42	60.5

However, item No.10 which explain employees in this organization are very informed and do not hesitate to discuss their personal problem with their supervisors and item 18 that tells people in this organization do not have any fixed mental impressions about each other are scored low mean and below the average 2.84 (46%) and 2.92 (48%) and require attention by the management to change the negative vibes. The other aspect of OCTAPAC culture is confrontation (table 5). To this survey analysis it takes the second high scoring with the mean and average 3.51 (62.75%) followed by trust.

**Table 5: Confrontation**

Organizational climate			
No.	ITEMS	Mean score	%
23	Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues	3.08	52
28	Employees are not afraid to express of discuss their feelings with their superiors	4.00	75
29	Employees are not afraid to express of discuss their feelings with their subordinates	3.92	73
34	When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back	3.04	51
Overall		3.51	62.75

Contextually, confrontation illustrates employee’s expression and discussion of their feelings with their superiors, and subordinates transparently. It is through confrontation, most problems and issues are brought out with a view to solving them rather than hiding them for fear of hurting or getting hurt. By indisputable confrontation employees at the Agency can take pains to find out their strengths and weaknesses from their supervising officers or colleagues. This is a big asset for HR development at the agency.

The other category is trust (table 6) which refers mostly to taking people at their face value and believing what they say with the mean score 3.30 (57.5%). Trust is reliance on the character, ability, strength, or truth of someone or something, one in which confidence is placed (<http://www.merriam-webster.com/dictionary/assured%5B1%5D>). It shows dependence on something future or duty imposed in faith or confidence or as

a condition of some relationship something committed or entrusted to one to be used or cared for in the interest of another.

**Table 6: Trust**

Organizational climate			
No.	ITEMS	Mean score	%
7	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended	2.92	48
20	When any employee makes a mistake his supervision treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging	3.44	61
27	People trust each other in this organization	3.52	63
	Overall	3.30	57.5

Management and employees have to trust each other to develop competence through learning and development practice. Despite the fact that other items are encouraging attention should be paid to item 7 which states people lacking competence in doing their jobs are helped to acquire competence rather than being left unattended with low mean and average score 2.92 (48%). Autonomy (table 7) refers to the practice of creating freedom to let people work independently at the work place with responsibility is scoring 2.84(46%), which is lower than the mean and average scores of most OCTAPAC items.

**Table 7: Autonomy**

Organizational climate			
No.	ITEMS	Mean score	%
19	Employees are encourage to experiment with new methods and try out creative idea	2.76	44
25	Employees returning from the training programs are given opportunities to try out what they have learnt	2.28	32
30	Employees are encourage to take initiative and do things on their own without having to wait for instruction from supervisors	3.40	60
31	Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in organization	2.84	46
32	When seniors delegate authority to juniors, the juniors use it as an opportunity for development	2.88	47
	Overall	2.84	46

Being autonomous, self-directed in terms of problem-solving, and having potential for relatedness, creativity, and integration, employees can encouraged to test with new methods and try out creative idea that bring to the Agency's competitiveness. The survey analysis critically confessing autonomous climate and call for clear-headed attention to regenerate the development of items scoring lower mean and average scores. Pro-activity (table 8) shows willingness to take matters into own hands, rather than waiting for someone else to make things move forward. In management practice, proactive refers to those who are action-oriented people, who look ahead to see what they can to do positively affect the outcome of matters as they arise. It is encouraging employees to take initiative and risk, recognize opportunities, utilizing all of the given facilities to contour the end result.

**Table 8: Proactivity**

Organizational climate			
No.	ITEMS	Mean score	%
13	The top management of this organization makes efforts to identify and utilized the potential of the employees	2.76	44
19	Employees are encourage to experiment with new methods and try out creative idea	2.76	44
30	Employees are encourage to take initiative and do things on their own without having to wait for instruction from supervisors	3.40	60
Overall		2.98	49.5

The overall analysis shows that pro-activity scored low mean and average 2.98 (49.5%). To show vigor analysis of each factors the item referring to the top management practice (item 13) which states top management of the Agency makes efforts to identify and utilized the potential of the employees scores low and below the average 2.76 (44%) and also same to item 19. Authenticity is defined as the truthfulness of origins, attributions, commitments, sincerity, and devotion viewing the degree to which one is true to one's own personality, spirit, or character, despite external pressures. Authenticity (table 9) implies the tendency on the part of employees to do what they say scored favorable mean and average scores 3.08 (52%). It is worthy of acceptance or belief as conforming to facts.

**Table 9: Authenticity**

Organizational climate			
No.	ITEMS	Mean score	%
22	When behavior feedback is given to employees they take it seriously and use it for development	3.16	54
24	When employees are sponsored for training they take it seriously and try to learn from the programs they attend	3.52	63
25	Employees returning from the training programs are given opportunities to try out what they have learnt	2.28	32
26	Employees are sponsored for training programs on the basis of genuine training needs	3.36	59
Overall		3.08	52

At this point, attention is required to item 25 as it is very important for evaluation of training which scores near to the ground of 2.28 (32%) mean and average scores. The final item to be discussed in OCTAPAC culture is collaboration (table 10). It scores 3.59(64.75%) mean and average as a whole and shows positive HRD climate in its overall real meanings.

**Table 10: Collaboration**

Organizational climate			
No.	ITEMS	Mean score	%
9	People in this organization are helpful to each other	3.96	74
33	Team spirit is of high order in the organization	3.60	65
36	The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for future	3.20	55
Overall		3.59	64.75

**Table 11: Summary of OCTAPAC culture**

Category	Organizational Climate			
	Score	ITEM	Mean Score	%
First category	Above 3.4 (60%)	Openness	3.42	60.50
		Confrontation	3.51	62.75
		Collaboration	3.59	64.75
Second category	Above 3.00 (50%)	Trust	3.30	57.50
		Authenticity	3.08	52.00
Third category	Below 3.00 (50%)	Autonomy	2.84	46.00
		Pro-activity	2.98	49.50
Over all scores			3.25	56.25

Collaboration entail working practice whereby individuals work together to a common purpose to achieve business benefit and becoming part of a working entity with shared objectives that drive to gain consensus in problem solving. It is very important to notice that through collaboration people in the Agency are becoming helpful to each other and team spirit developed among employees. In view of the fact that it is defined in data analysis and interpretation, i.e. the mean and average scores below 3 and around indicates low HRD climate and of 3 and above indicate a moderate propensity of HRD climate, while scores around 4 and above indicates a high degree and of favorable working climate, the overall scores of HRD climate OCTAPAC culture items are categorized in to three levels of analysis. For clarity sake, it is summarized and illustrated in (table 11) as per the following indicative summary.

In view of these sub-comparative analysis, therefore, the first and second category items scored high points that contribute to the overall mean and average OCTAPAC culture to score 3.25 (56.25%). This illustrates moderate level of HRD climate prevailed at Ethiopian Investment Agency (EIA). But, the third category items namely: autonomy and pro-activity are scoring below expected point of scale. It is requiring full-scale of attention as they streamlined sustainable HRD climate at the agency.

#### **3.2.4. The Analysis**

In order to begin an analysis and set goals for meaningful results, it needs to have grounds for comparison. As part of the experiment or analysis this survey need to explain through reasoning for the comparison so it can be tied into the significance of the results. This is because, quantitative analysis is much more frequently pursued than qualitative, and this is seen in the majority of comparative studies which use quantitative data.

It is in this regards, the comparative analysis (table12) illustrates the overall HR development viability in term of execute and climate currently existed at the Agency. The overall survey analysis indicates that the general HRD practice-top management dimensions mean and average scores are 3.11 (52.58%). The HRD mechanism-HR development sub-system scored 2.99 (49.74%), and the overall OCTAPAC culture mean and average score are 3.25 (56.25%) respectively.

**Table 12: Scrutiny of HRD Climate**

No.	HRD CLIMATE		
	ITEM	Mean score	%
1	General HRD Practice-Top Management Dimensions view point	3.11	52.58
2	HRD Mechanism-Practice of HRD sub-system View Point	2.99	49.74
3	OCTAPAC Culture View Points	3.25	56.15

This illustrative assessment shows reconstructions, and interpretations or general assertions that viewed the discovered HRD climate being surveyed. This is a comprehensive HR development climate and conveying the eye of the expected point of scale at the agency.

#### **4. Conclusions and Recommendations**

##### **4.1. Conclusions**

Challenges confronting organizations in contemporary times have diversified and become more complex requiring extraordinary managerial skills to survive and become successful and sustainable. There is also the need to understand that nothing can be achieved without the people in the organizations. It is imperative from the foregoing that the way people are led using effective communications and the way the human resources are combined to derive the necessary synergies will go long way to determine how competent the managers or the organizations are and hence the level of performance attainable.

Currently, HR has gained recognition as the critical resource through which an organization can make best use of human resource for success. HRD is concerned with the provision of learning, education, development and training opportunities in order to improve individual, team and organizational competitiveness. Employees are valuable asset and source of competitive advantage for organization in the course of commitment, adaptability and quality servicing. Recent works on high performing organizations have realized that HRD climate is a key in organizational competitiveness. The people in an organization are central to its effectiveness and to the quality of work life within it.

Organizations are goal-directed, boundary-maintaining, and socially constructed systems of human activities. Organizational culture determines the type of leadership, communication, and group dynamics within the organization. The workers perceive this as the quality of work life which directs their degree of motivation. The final outcomes are performance, individual satisfaction, personal growth and development and organizational competitiveness. To be specific, the main purpose of the organization is coordination and integration of HRD efforts to achieve its predetermined goals and objectives.

Accordingly, the survey used the basic questions as footstep that states what extent do top managements make efforts to identify and utilize the potential of the employees and train and develop employees lacking competence in doing their jobs? What is the level of top management support for HRD practice at the EIA? To what extent are the HRD sub-systems implemented at EIA? And, how is EIA functioning in terms of developing effective working culture have been precisely focused and analyzed in this survey.

These basic questions are addressed in the questionnaire to convey, first to determine the extent of top management's efforts to identify and utilize the potential of the employees and train and develop employees lacking competence in doing their jobs, second to know HRD sub-system management support level for HRD practice at EIA, and thirdly to analyze the OCTAPAC culture to bring concrete HRD climate effect to the basic questions. Indeed, the survey finding indicated that the mean and average scores for the general HRD practice are 3.11 (52.58%), the HRD mechanisms-HRD sub-system 2.99 (49.74%), and the OCTAPAC culture 3.25 (56.25%) respectively. It therefore, based on the overall analysis, it can be concluded that the existing HRD climate at EIA is moderate and encouraging.

However, attention should be paid to HRD mechanism-HRD sub-system as its overall mean and average scores are 2.99 (49.74%), which are low and below the average. Further, and to put the survey finding more explicit, though the survey analysis and respondents' scores in general, indicate the existing HRD climates at EIA referred moderately, care should be taken to regenerate those items (table 1) in which their mean and average scores are low and below the average point 3(50%) percent and required enhancement. The survey also indicated that the top management of the Agency should develop mechanisms to reward for good work done or contribution made by employees. Employees who do good work have to be appreciated, encouraged, and communicated. Employees should be rewarded for exerting efforts and achievements recorded. This should include top management throughout organizational practice be supposed to increasingly comprehend and is held accountable for the quality of their decisions concerning HR development that helps them to create favorable climate at agency.

From the survey results, it is easy to conclude that lack of competent management, supervisory personnel; sound internal organizational system integration, and stipulation of HRD climate are deeper root at the Agency. Managers are right to hopefully, keep one step ahead of their competitors and able to make the Agency more successful, thereby materialize the need to “put people first” in the view of organizational objectives. Invest in people and the people-first strategy not only generates a committed workforce, but also significantly affects the bottom line.

Taking cognizance of all view point and of literatures, learning, education, training and development are imperative in HRD practice and are ultimate means-end to improve individuals, team and organizational competitiveness. The achievement in HRD requires organizations that create positive environment that motivates people to closely work towards common goals. Developing positive attitude requires a paradigm shift. It calls for shaking loose from negative forces that governed our past and control our present life too. It is the act of recognizing the best in people. Literatures confirm that every achievement of the organization is an achievement of management and every achievement of management is the achievement of the people in the organization. To this survey, therefore, the simple point to conclude is that investment in human capital is not less valuable than investment in physical assets in an organization. Even to put at large, growth cannot be measured only by indexes of industrial production and a number of technical institutes. What happens inside those industries and institutes are more important. What fundamental is the man behind the machine and the man handling the test tubes.

## **4.2. Recommendations**

The central feature of HR development, therefore, is to develop a feeling in the minds of the people of self-reliance and confidence in the control of their own destiny. The practice of HRD i.e. training and development from bottom to those in control, in respective to employees and organization need and objective settings, is the true power house of HRD to encourage retention, stability of skilled and competent workforce at the Agency. To this end, HRD is a key point to fit and meet the future. In its broadest context, development relates to enabling the individuals to learn and grow in skills, knowledge, and abilities to perform at his/her highest possible level now and for the future. The management challenge is to find ways to make sure that HRD practice and climate and working culture are being developed regardless of whether the Agency has a vibrant HRD practice or not.

In conclusion, the decisive factors to be considered and improved by the management from the view points of this survey findings regarding HRD climate at EIA are:

- Efforts to identify and utilize the potential of the employees' and train and develop employees lacking competence in doing their jobs,
- Creating an environment where by HR are encouraged to learn and grow,
- Identifying the most important competencies that HR must develop,
- Generating individuals development plan based on their unique sets of skills and deficiencies,
- Building consistency in integrating HRD practice into the day-to-day activities and strategic objectives of the agency,

- Developing and customizing training and development program (budget based) and tailored to meet the specific needs and objectives of individuals as well as the agency.

For all intents and purposes, top management should pay attention to the following factors that expedite HRD climate at the agency:

- Strives to increase their technical skills and knowledge and work hard to involve employees in the running of the business and encourages them to find new ways to speed service development, raise quality, and increase competitiveness.
- Provide extensive training on values and norms of the firm, skills and knowledge development, and initiative including technology and know-how transfer in strategic frameworks that enables a more sophisticated approach to human capital measurement and management. Such frameworks integrate measures and relate them to organizational strategy.
- Understand that people in organizations need to have positive expectations that others will not act opportunistically and take advantage of them. That is, they need to be able to trust the management and their good practice. When rules, policies, norms, and traditional practices are in flux or absent, people turn to personal relationships for guidance. And the quality of this relationship is largely determined by level of OCTAPAC culture.
- Building thought on HRD competencies i.e. technical competencies, business competencies, interpersonal competencies, and intellectual competencies are vitals.

- To remain competitive in a dynamic environment, management practices have to be flexible, with employees who are not only adaptable but also creative and proactive. Managers must be consistent in handling disciplinary issues. Whatever the rules are, they will be generally supported only as long as they deserve support. The value of rules is to provide guidelines on what people should do, as the majority will comply and its purpose is to build better people-organization relationships by achieving human, organizational, and social objectives.
- Focus to improve HRD practice based on the principle of professionalism, transparency, and accountability and designates to empower and bring closer institutional communities for better decision making competencies by modeling and playing the role of path finding, aligning and empowering.
- Feedback is increasingly and continuously required while dealing with HRD practice to provide individuals with a basis for changing behavior and improving competencies.

The upshot is for higher quality of work-life, productivity, adaptability, and effectiveness. This is talented by changing attitudes, behaviors, values, strategies, procedures, and structures so that the Agency can adapt to competitive actions, technological advances, and the fast pace of change within the dynamic environment it is in. Indeed, it is worthwhile to practice teamwork, personal discipline, improved morale, quality circles and suggestions for HR development. The Agency should reinforce; institutionalize, and plan targeted and timely HRD strategies in shaping a new competitive advantage to fit with the revitalized environment. It should develop HRD plan coherence, transparency and accountability, consistent

monitoring and evaluation as well as fostering an environment where by investment in human capital can make difference and flourish at the Agency. For organization to be successful there is the need to build cohesive working culture through which organizations coordinate and motivate the behavior of their members. It is therefore, the Agency has to shape work attitudes and behaviors, the way it invests in and rewards its employees over time and there by practice to encourage values of excellence.

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