

A CRITICAL ANALYSIS OF THE EFFECTIVENESS OF HUMAN RESOURCE DEVELOPMENT TECHNIQUE IN THE NON-GOVERNMENT ORGANISATIONS OF BALOCHISTAN

Saubia Ramzan

Institute of Management Sciences, University of Balochistan, Quetta.

Abstract: *The development of human resource has been envisaged as organizational transformation in experience and knowledge which is deemed as vital for both individuals and organizations to fulfil the mandatory capability for organizational change and expansion. Contemporary approach towards the development of human resource has justified the compatibility of both organizational needs and individual's objectives for the overall progression. This vividly discloses the separation of training process from the development as having longer term future for more tedious responsibilities. This activity is indispensable to tackle the additional and transformed responsibilities through enhanced experience or formal education. The development as an activity also extends to longer period of time in order to accept new horizons of growth and flourishing endurance for individuals and organizations. This paper attempts to explore the development techniques for human resource in the NGOs of Balochistan as being least developed province of Pakistan. It emphasizes the effectiveness of development techniques categorized in two different types of traditional and innovative groups. The study also reveals information about the current use of these techniques for human resource development in the NGO sector in order to evaluate the level of awareness about both types of techniques. In the perspective of research study, the categorization has been performed to analyse the effectiveness of development techniques through different angles. Moreover, the use of information technology as an aid in the development process has also been analysed in the organizations in order to evaluate the effectiveness of innovative techniques. The triangulation approach is adopted to study the variables and data collection which enables the researcher to critically analyze the problem through different aspects of conceptualization. This approach assists researcher to use a variety of sources and methods of information to verify and substantiate the data. Software-based analysis aids to achieve optimum accuracy in the research study while the analysis of semi-structured observations helps the qualitative data to verify and corroborate the information gained through interviews. Moreover, the secondary data has critically been analyzed that supports the investigated facts with evidences. In the end, the study presents a way forward as recommended framework for a development of human resource in the NGOs of Balochistan.*

Keywords: Balochistan, Human resource, Non government organization

INTRODUCTION

The development of human resource is envisioned as strong organizational strategy for restructuring. The reform process in the organizations is conducted from time to time either by training or development. Development encompasses a range of transformation in experience and knowledge as vital ingredient for both individuals and organizations to fulfil the mandatory capability for change and expansion. As a point of fact, organizations develop self-reliance among their employees by persuading them for career development to improve professional growth. Alternatively, employees may start to show more loyalty to their career than to organizations. It has been established by HR research that failure to adopt success in the career may cause stress and feeling of despondency among human resource by deteriorating the psychological feeling of pride and achievement. Consequently, the culture of career planning may be promoted within organizations. Contemporary approach towards the development of human resource might have justified the compatibility of both organizational needs and individual's objectives for the overall progression. In the literal intellect, development process for human resource is defined by S.A. Malone (2005:76-77) as;

“Development is the process of preparing a person to take on more onerous responsibilities or equip him or her for future promotion within the organisation. Training, on the other hand, is a planned and systematic way of improving a person's knowledge, skills and attitudes so that he or she can perform the current job more competently. Development thus has a longer-term orientation than training. Development is also the outcome of transformational learning. Through development we adopt new perspectives, become more discriminating and are able to deal with a broader range of experiences and challenges”

This vividly discloses the separation of training process with the development as having longer term future for more tedious responsibilities. The activity may essentially be to tackle the additional and transformed responsibilities through enhanced experience or formal education. The development as an activity might also prolong to longer period of time in order to accept new horizons for growth and flourishing endurance. In critical outlook of the literature, development covers a range of concepts extending from personnel to management development. This notion is well supported by Mathis & Jackson (2004:253) along these lines.

“**Development** represents efforts to improve employees' ability to handle a variety of assignments and to cultivate capabilities beyond those required by the current job. Development benefits both organizations and individuals. Employees and managers with appropriate experiences and abilities may enhance organizational competitiveness and the ability to adapt to a changing environment. In the development process, individuals' careers may also evolve and gain new or different focus.”

Taking the above mentioned viewpoint into consideration that development symbolizes the enhancement of human resource capability to manage several changing assignments beyond the

current job. For this underlying rationale, diverse approaches for techniques and methods can be adopted to develop the human resources. Although both on-the-job techniques and off-the-job methods are opted for development activity because development occurs either by change in experience or by formal education programs. In the perspective of research study, development techniques are categorized into two groups in order to collect and analyse the data. This categorization has been performed to analyse the effectiveness and efficiency of development techniques through different angles. They are known as traditional and innovative development techniques which are described in the following manner.

Traditional Development Techniques

Traditional techniques refer to old methods of human resource development. This involves conventional approach of development usually lacking new ideas and latest trends.

Innovative Development Techniques

Innovative techniques are new ideas and modern approaches of human resource development. It involves latest trends and contemporary schemes for conducting development process.

Table 1 depicts the categorization of traditional and innovative development techniques for further analysis. This categorization has been used to explore effectiveness, efficiency and current use of development techniques in the NGOs of Balochistan.

Table 1: Traditional and Innovative Design of Development Techniques for Human Resource

No.	Categories of Development Techniques	Sub-Techniques
1.	Traditional Development Techniques	1. Coaching 2. Job Enlargement 3. Job Rotations 4. Job Enrichment 5. Transfers 6. Deputations 7. Promotions
2.	Innovative Development Techniques	8. Committee – Assignments 9. Assistants-to-the Positions 10. Syndicate Technique 11. On-Line Development 12. Repurposing 13. Electronic Performance Support System-(EPSS) 14. Expert Systems 15. Interactive Voice Technology 16. Groupware 17. Corporate Universities for Formal Education 18. Development Centres

		19. Internships 20. Sabbaticals (Leave of Absence) 21. Field Trips
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The development techniques have been studied into the traditional and innovative perspectives. The underlying concept proves that innovative approach in terms of revolutionary technology along with the traditional techniques could have remarkable constructive results for both employees' career development and organizational growth. On-line development techniques in the form of expert systems, repurposing, groupware and interactive voice technology can prove to be powerful tools for providing a constructive knowledge-base for trainees and trainers.

The core objective of the research paper is to analyze the scenario of development techniques for human resource in the NGOs of Balochistan in order to introduce globally prevailing technological trends for the effectiveness and efficiency of workforce. The study analyzes the scope, optimum utilization of information technology and sophisticated activity-based methodology of development in the NGOs of Balochistan. In this regard, pragmatic approach identifies that these NGOs are functioning under different legislations for secure conduct of their services and better utilization of funds to accomplish financial, administrative and professional tasks to achieve the desired targets. The analysis also suggested that carefully and intelligently designed techniques could aid in developing the problem solving skills, high intellect, great morale, decision making capability and cognitive abilities among human resource. The discussion from semi-structured observations of research reveals that NGOs are practicing several techniques of development in the organizations. Innovative techniques have been considered as effective and efficient but due to lack of awareness and funds, these organizations could not opt for such techniques. Another critically examined reason discloses that lack of proper knowledge to use these techniques is also one hindrance for not adopting these techniques in the NGOs of Balochistan.

HYPOTHESIS

Following are the key hypotheses for study:

1. Innovative development techniques are more effective and efficient than traditional techniques for the performance of human resource.
2. Innovative techniques are more popularly used for development of human resource than traditional techniques.
- 3.

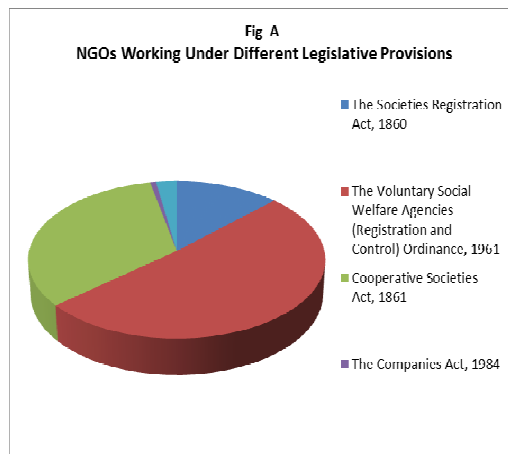
The procedural approach adopted to study the variables is triangulation (it provides the researcher to look at the issue through diverse perspectives of conceptualization, B. Mikkelsen (2005:97). This also assists researcher to internally validate the data through different observations collected during study.

The research study has been conducted under the consideration of legislative facet of NGOs in Balochistan in order to achieve the precision. Data about all NGOs in the province of Balochistan has been collected through the registration authorities. The research is based on the stratified random sampling technique with respect to different categories of areas of conduct under different registration legislations and international NGOs. The universe of the study

extends to whole of Balochistan province. The data has been collected under the following strata in Balochistan. No of NGOs

Table 2: Details of NGOs Working Under Different Legislative Provisions

No.	Legislative Provisions	No. of NGOs
1.	The Societies Registration Act, 1860	339
2.	The Voluntary Social Welfare Agencies (Registration and Control) Ordinance, 1961	1370
3.	Cooperative Societies Act, 1861	888
4.	The Companies Act, 1984	19
5.	International Non-Governmental Organizations INGOs	67
	Total	2,683



According to table 2, all the mentioned legislations provide security for the performance of NGOs and smooth operation of their conduct. Moreover, the legislation defines the path to work and categorizes the area of activities for the NGOs. The data has been collected in two phases for analysis of randomly selected NGOs' head offices and regional offices working at national and international levels, located in the main city Quetta, Loralai, Sibi, Kuchlak and Panjgur. The survey is based on two phases which are described as follows. In the first phase of research, a detailed survey accompanied with semi-structured interviews has been conducted among the

Registration Offices and Directorate of Social Welfare Organizations in order to analyze all the NGOs working in Balochistan under different legislations. These legislations are then studied and their scope has been analyzed to collect the valid information about the registered NGOs in Balochistan. According to the lists collected from different registration authorities, 2,683 NGOs are registered in Balochistan under the above mentioned legislations (fig A). In accordance with the available data, the registration authorities restrict the number of functional organizations to 123 only while 2,560 NGOs are considered dead or non-functional due to non-availability of funds or weak management control. In the second phase, the questionnaire is administered and interviews were conducted from the sampled NGOs in all over Balochistan. The responses have been recorded through detailed questionnaires, interviews, observations and printed material.

The sampling frame of 123 NGOs in Balochistan has been prepared for conducting sample survey. Keeping in view the performance and accuracy, these NGOs are then ranked (stratified) according to their legislation Acts. Total five strata are ranked pertaining to five registration Acts

and Ordinances. Out of total organizations in Balochistan, 16% NGOs have been selected on proportional allocation from each stratum on random basis. According to this percentage, 21 NGOs have been selected for research study. In brief, the above mentioned procedures are based on "Stratified Random Sampling on Proportional Basis". This sampling has been conducted by using Statistical Package for Social Sciences (SPSS), to achieve the precision in the research study and keeping in view the available resources and convenience.

A detailed questionnaire was administered and interviews have been conducted from the sampled NGOs in all over Balochistan. The responses were recorded through detailed questionnaires, interviews, observations and printed material. The detailed questionnaire observing the design to be tested is administered to explore the various facts mentioned above in the sampled NGOs of Balochistan to investigate and explore the effectiveness of training techniques in these NGOs. The research study is a blend of qualitative and quantitative data analysis to achieve optimum accuracy. The study comprises of triangulation and reflexivity of perspectives which allowed the researcher using several methods of conceptualizations on the problem. It also helps to look at things from different points of view through multiple stages. Therefore, the data has been collected through a pre-tested questionnaire, interviews (both structured and unstructured), semi-structured observations and documents. This method has helped to overcome the problems that stemmed from the study based upon a single theory and a single set of data from a limited sample. The triangulation facilitated to validate observations and information. In the same context, descriptive, statistical and analytical methods of conducting surveys through questionnaire, interviews and observations have been applied.

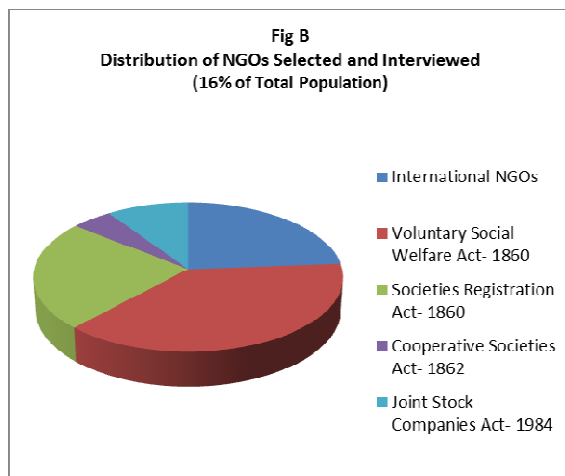
The study reveals that the NGOs in Balochistan are performing in diversified areas having shared objectives. Some of the objectives are found to be common but they differ in their thematic focus depending upon the available financial support. IDSP-concept paper (2005) reports that Balochistan is literally at the initiation stage of a progression period for innovative and refined expertise in the human resource development. The non-governmental sector presumes to be a sharing agency in the achievement of this Endeavour due to the vast resources, sense of social welfare and enough financial support while all NGOs are striving hard to train and groom the human resource from both public and private sector.

Table 3
Distribution of NGOs Selected and Interviewed
(16% of Total Population)

International NGOs		Voluntary Social Welfare Act- 1860		Societies Registration Act- 1860		Cooperative Societies Act- 1862		Joint Stock Companies Act- 1984		Total No. of NGOs	
Total	16%	Total	16%	Total	16%	Total	16%	Total	16%	Total	16%
NG		NGOs		NG		NGOs		NG		NG	

	Os				Os				Os		Os	
Balochist	28	5	50	8	29	5	8	1	8	2	123	21

Referring to table 3 (fig: B), the strata are the legislative provisions which have been selected to achieve optimum accuracy of the sample. As a result, 16% of total NGOs in Balochistan have been selected on proportional allocation from each stratum on random basis. Twenty one NGOs under different legislations are selected and interviewed for data collection.



In addition to the above context, the research exposed the core aspect of study which is concerned with the perception of human resource about traditional and innovative techniques, effectiveness, efficiency and current use. The following debate retrieves the facts about this theme.

Perceptions about Effectiveness, Efficiency and Current Use of Traditional and Innovative Development Techniques

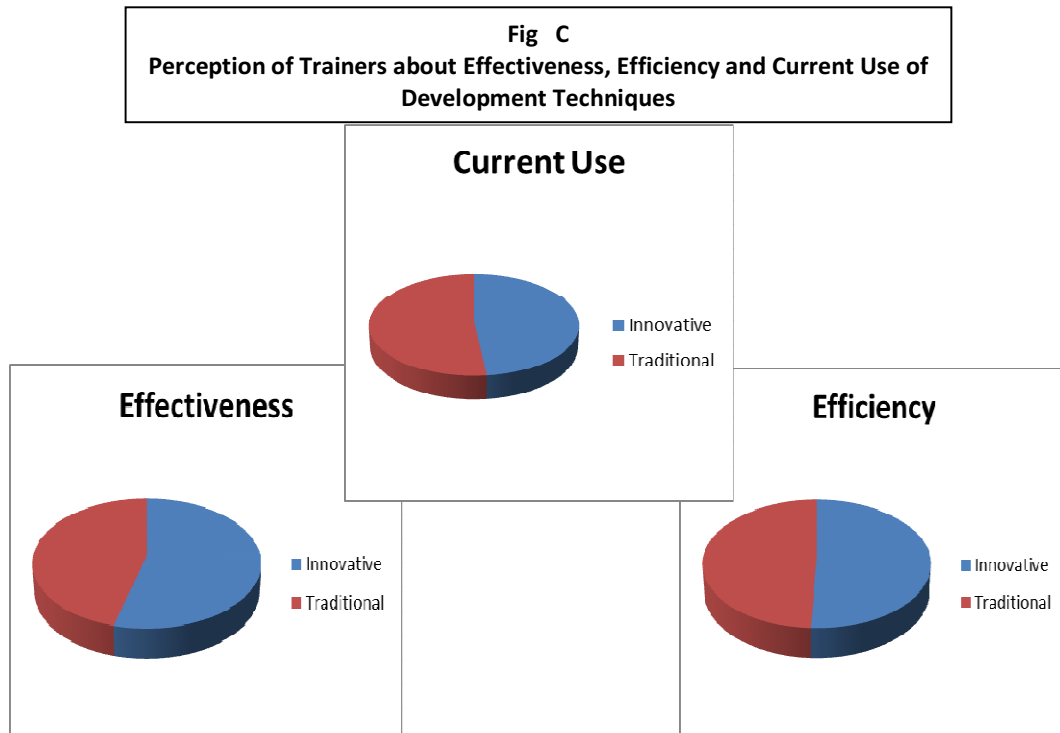
The selected sample analyzes two major aspects of research study in various dimensions. The aspects under examination are the development

methodology of human resources in the NGOs of Balochistan. Therefore, the trainers have been selected randomly for separate perception in order to achieve accuracy of responses. The following version of table 4 presents a clear picture for the perception of trainers about effectiveness of development techniques further categorized into traditional and innovative methods. The following data has been obtained through the questionnaire for trainers about traditional and innovative techniques of development in the NGOs of Balochistan. During the data collection process, 21 itemized development techniques have been divided into two categories including 14 innovative development techniques and only 7 traditional development techniques.

Table 4: Perceptions of Trainers about the Effectiveness, Efficiency & Current Use of Development Techniques

	Means of Development Techniques	
	Innovative	Traditional
Effectiveness	3.9	3.3

Efficiency	3.5	3.4
Current Use	2.8	3.0



According to the hypothesis, it is predicted that innovative development techniques can be more effective and efficient than traditional techniques for the performance of human resource. Table 4 clearly shows the mean scores of perceptions about effectiveness, efficiency and current use of development techniques in the NGOs of Balochistan. During the data collection process, 21 itemized development techniques have been divided into two categories including 7 traditional development techniques and 14 innovative development techniques. The above table shows that traditional development techniques are effective with the average of 3.3 while there are innovative with 3.9. The means of efficiency for the traditional techniques and innovative techniques appear as 3.4 and 3.5 respectively. Along these lines, traditional development techniques are being used with the average ratio of 3.0 while innovative techniques are currently being used with the average of 2.8, as illustrated in fig: C.

Table 5

**Results for Tests of Significance of Differences between Effectiveness & Efficiency Means
of Innovative & Traditional Development Techniques**

	Innovative Development Techniques	Traditional Development Techniques	t-test
Effectiveness	$n = 57$ $\sum d^2 = 21.357$ $X_1 = 3.9$	$n = 57$ $\sum d^2 = 21.357$ $X_2 = 3.3$	$D = 0.6$ $df = 56$ $t_{obt} = 7.476$ $t_{.05} = 2.00$
Efficiency	$n = 57$ $\sum d^2 = 19.344$ $X_1 = 3.5$	$n = 57$ $\sum d^2 = 19.344$ $X_2 = 3.4$	$D = 0.1$ $df = 56$ $t_{obt} = 1.175$ $t_{.05} = 2.00$

Table 5 shows that the mean perceptions of trainers about the effectiveness of innovative and traditional development techniques are 3.9 and 3.3, respectively. Statistical analysis of the difference between the two means using t-test for paired sample revealed that for $n=57$, the observed difference is 7.476 between the means is significant $\alpha = .05$. This establishes that trainers perceive innovative development techniques as more effective as compared to traditional techniques.

Table 5 also reveals the mean perceptions of trainers about the efficiency of innovative and traditional development techniques are 3.5 and 3.4 respectively. The difference between the two means is observed through statistical analysis by using t-test for paired sample. For $n=57$, the obtained value of t is 1.175 between the means is not significant at $\alpha = .05$. The null hypothesis is not being rejected, therefore, the perceptions of trainers appear to be inconclusive about the efficiency of innovative development techniques as compared to traditional techniques.

**Table 6: Results for Tests of Significance of Differences between Current Use Means of
Innovative & Traditional Development Techniques**

	Innovative Development Techniques	Traditional Development Techniques	t-test
Current Use	$n = 57$ $\sum d^2 = 23.760$ $X_1 = 2.8$	$n = 57$ $\sum d^2 = 23.760$ $X_2 = 3.0$	$D = -0.2$ $df = 56$ $t_{obt} = -2.265$ $t_{.05} = 2.00$

As predicted in hypothesis, innovative techniques are more popularly used for development of human resource than traditional techniques in the NGOs of Balochistan. Table 6 shows that the mean perceptions of trainers about the current use of innovative and traditional development techniques are 2.8 and 3.0 respectively. Statistical analysis of the difference between the two means using t-test for paired sample reveals that for $n=57$, the observed difference is -2.265 between the means is significant at $\alpha= .05$. Hence, it establishes that traditional techniques are more frequently being used than the innovative development techniques.

Additionally, based on the perceptions of trainers working in the NGOs of Balochistan, useful conclusions have been drawn about the innovative techniques of development. Biographic analysis of trainers shows that trainers in the NGOs are having diverse training experiences and IT capability. Almost 94% of trainers are found to have basic IT expertise for applications. This can be assumed that majority of trainers have knowledge about the application of latest techniques into development programs. The statistical analysis of data establishes that trainers perceive innovative development techniques as more effective and efficient as compared to traditional techniques. The study of means about the current use of development techniques elucidates that innovative development techniques are less frequently being used by trainers as compared to traditional techniques. This could be due to unawareness about latest trends or non-availability of resources. Similarly, statistical analysis deduced about the development techniques that trainers perceive innovative development techniques as more effective as compared to traditional techniques. However, the study reports inconclusiveness about the efficiency of innovative development techniques as compared to traditional techniques. It is assumed that innovation in development is considered effective but the efficiency of both traditional and innovative development techniques has been approved, although, the study of means assumed that innovative development techniques are not frequently being used as compared to traditional techniques. It is inferred that proper awareness and availability of resources are lacking for the adoption of innovative development techniques.

Alternatively, the perceptions of trainees have been analysed in terms of means of responses on the set-scale. These responses also analyse the use of IT during training. It is estimated that almost 82.5% of trainees from the selected NGOs are having basic IT expertise for application. The inference indicates that according to trainees' perceptions, IT can have tremendous positive

effect on the professional skills of human resource. Moreover, it reflects that IT can be used as an aid for effective development programs. This specifies that IT can be used for assistance during development process, thereby enhancing the performance of human resource. Personnel's professional skills and efficacy can be improved by using innovative techniques of development. It is also concluded that trainees are found uncertain about the perception that trainers are not using IT due to lack of knowledge. This can be presumed that lack of knowledge of trainers is not the reason for not using innovative techniques during development programs.

In conclusion, the above inferences indicate that traditional techniques for development have also been approved in terms of effectiveness and efficiency. The concept is well supported with relevant literature that traditional techniques could also enhance personnel's professional skills for the organizations. Therefore, a mixed approach of innovative and traditional techniques can be adopted for the increased performance among human resource of NGOs in Balochistan. NGOs are inclined to opt for trends of innovation for development of its human capital. Taking into account the drawn conclusions, following recommendations set a way forward for further research horizons.

- ☛ The study reflects that the ratio of functional NGOs is only 4.6% which need to be checked by the registration authorities through strong accountability process. Strict measures are required by these authorities in order to reduce the increasing number of non-functional NGOs in Balochistan.
- ☛ It has been found out that awareness among trainers of NGOs for use of IT techniques is lacking, therefore, it seems appropriate to create awareness among trainers about the educational designs of IT for use in development of HR.
- ☛ Moreover, mixed practice of blending traditional and innovative development methods need to be introduced for achieving effectiveness in the processes.
- ☛ A mixed strategy of traditional and innovative techniques for development need to be promoted for maximum effectiveness and efficiency among human resources.
- ☛ There should be a common pool for training and development of human resource as an integrated effort from NGO network to achieve harmony and innovation in the HR development processes.
- ☛ In this study effectiveness, efficiency and current use of development techniques have been investigated by using triangulation approach. This research opens up various horizons for further investigations of development techniques by applying some other research models.
- ☛ Theoretical questions such as; biographical characteristics of different age-groups, gender, academic qualifications, job experiences and IT-expertise can have any impact on the perceptions of trainers and trainees about the development techniques in order to explore other dimensions further research studies.
- ☛ The investigated cognitive paradigms of IT techniques for development raise questions for deeper analysis of innovative perspective of HR development in various research approaches.
- ☛ Present study presents a vivid picture about NGOs for human resource development. Other public and private sectors need to be explored for the application of innovation into development techniques for HR.

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