

Factors Affecting the Quality of Workforce at Hanoi Department of Information and Communication

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Abstract

Hanoi Department of Information and Communication (hereafter referred as HDIC) which is a specialized agency of Hanoi People's Committee has legal status, seal, separate account, and under the overall guidance of the People's Committee, which directs and inspects the professional services of the Ministry of Information and Communication.

The primary goal of this study is to determine factors influencing human resource quality at HDIC as the department are now facing with the shortfall in the labor quality in recent years. By examining previous studies, there are some factors extracted, including working environment, leadership support, and training and development. Quantitative research method is deployed with primary data is collected from survey of questionnaire with 170 employees at HDIC. shows that working environment, leadership support, and training and development contribute to 63.2% of changes in human resource quality at HDIC and it is showing through the value of Adjusted R-Square. On the other hand, there are also other factors can explain for changes in human resource quality of HDIC and the other factors can explain for 37.8% of changes accordingly.

Keywords: Human Resource Quality, Working Environment, Leadership Support, Training Development

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1. Introduction

1.1 Research background

Hanoi Department of Information and Communication (hereafter referred as HDIC) which is a specialized agency of Hanoi People's Committee has legal status, seal, separate account, and under the overall guidance of the People's Committee, which directs and inspects the professional services of the Ministry of Information and Communication.

HDIC has the functions of advising and assisting the Hanoi People's Committee to manage press, advertisements on newspapers, computer network and publications, radio and television broadcasting, postage and courier, telecommunications and Internet, radio frequency, information technology, electronics, infrastructure of information and communication (also known as ITC), and so on. The Hanoi Depart. also manages the public service and performs a number of tasks assigned and authorized by Hanoi People's Committee in accordance with law.

Considering the organizational structure, HDIC has a director and a number of deputy directors. Director is a head of the department that is responsible to the People's Committee, Chairman of the city and law for all activities of the Department. Deputy Director assists and is responsible to the director and law for assigned jobs; in case that the director is absent, a deputy director will be authorized to administer activities of the Department.

The appointment of the director and deputy director is decided by the Chairman of the city, based on professional standards, specialist skills defined by the Ministry of Information and Communication, in accordance with the law. The dismissal, demotion, reward, discipline and implementation of policy regime for the director and deputy director comply with the law.

Currently, the HDIC is organized as staves and units under the department. Professional units include office of ombudsman, department of finance-planning, department of Information Technology-Industry, department of press and publications management, other functional and professional units under the Department. Business units under the HDIC include Trading and Information Technology center, ITC training center, Hanoi Electronic Communication Portal, IT center, Board of IT development projects, and Data center of State. The business units of established by the People's committee, which owns legal status, seal and separate accounts for transactions and activities in accordance with the law.

1.2 Research Motivation

Regarding to the quality of workforce in organizations in general, and at Hanoi Department of Information and Communication in particular, the author took into consideration in the

importance of the factors affecting it by following reasons:

First, Hanoi Department of Information and Communication is an important organization, which has needs to optimize the work force as well as bringing fresh blood into the company. Furthermore, ITC has become more and more critical to every field in Vietnam. So, the need to have a study about quality of the work force and its antecedents is clear.

Second, investigating the impact of each factor will give a deeper understanding about which part in management or policy of the company should be improved so that the recommendations can be provide appropriately.

1.3 Research objectives

There are a limited number of students able to meet the organizations' needs. The quality of ICT human resources is inadequate, while the demand of ICT industry is extremely large. As can be seen, there is an urgent request for in-depth research on the current situation of ICT training, in order to find out the best solutions for high-quality ICT human resources. Therefore, the author decided to study "Factors affecting the quality of labor at HDIC" with the specific research objectives as the following: Clarifying theories related with human resources and training of IT development, Understanding the factors influencing the quality of human resources at HDIC, and providing solutions improving the quality of human resources at HDIC

1.4 Scope and limitations of the study

The research was carried out at HDICs. Besides, the author focuses on a number of factors affecting the quality of human resource that are mentioned in previous studies, such as supervisor support, training and development, and working environment.

2. Literature Review

2.1 Definition of human resource management

Currently, human resource management is defined as an essential factor that helps an organization create a competitive advantage. There are many definitions of human resource management. Decenzo and Robins (2009) provided a definition of human resource management that considers human aspects in the management perspective. Decenzo and Robins (2009) confirmed that organizations today continuously implement methods to improve the quality of labor, such as developing skills, promoting job performance and increase work motivation.

Milkovich and Boudreau (1997) defined human resource management as decisions towards workers and employers, in order to increase job performance and to help an organization achieve its overall objectives, as well as to satisfy employee's requirements.

Although human resource management is defined variously according to different authors, those definitions highlight that the best use of human resources will raise the capability of completing organization objectives in general, and individual aim in particular. Previously, human resource management was considered as administrative activities that concentrate on the relationship between workers and employers (Ulrich, 1997). However, in recent years, researcher has recognized a significant role of human resource management for implementing business strategy of a company. In other words, to find out business objectives, an organization needs a particular strategy for human resource management, hence the definition of human resource management was given.

According to Beatty and Schrejer (1997), the role of human resources in the 21st century is to shift to strategic management and support of organization development. Ruona and Gibson (2004) asserted that the role of human resource management includes improving the human-focused management towards the success of the organization. Drucker (1999) emphasized the significance of human resource management to an organization and it is considered as the most valuable asset of an organization in the fiercely competitive environment.

The strategic role of human resource management also refers to how modern human resource management contributes considerably to the process of strategy formulation and is determined as a crucial part of the strategies chosen by widespread implementation in organizations. The role of human resource management is reflected through the fact that it now enables organizations to build a flexible structure with the aim to deal with the changes of the market and internal issues (Bal, 2011). According to Schoonover (2010), human resource management helps organizations give encouragement and timely changes, which enable workers to improve their job performance and to gain job autonomy and responsibility for the company.

2.2 Factors influencing the quality of human resources

2.2.1. The relationship between supervisor support and quality of workforces

According to Bass et al. (1990), Avolio et al. (1991), and Hamidifar (2009), supervisor support is explained by the definition of leadership styles chosen by a manager/supervisor. S.P (2012) asserts that supervisor support is the values that managers convey to their subordinates. Hence, supervisor support is influenced by leadership styles that a leader applies to their subordinates.

The author believes that there is an important relationship between supervisor support and human resource training (Baldwin and Ford, 2006). Based on that, hypothesis 1 described as the following:

Hypothesis 1: Supervisor support has a positive influence on the quality of workforce at HDIC

Leadership style helps discover internal potentials of an employee. An appropriate leadership style facilitates employees to maximize their potential when implementing the assigned jobs. It includes views, attitudes, and supports of a manager towards their employees' jobs, which help break barriers thus employees can fulfill their assigned jobs, and provide them necessary knowledge and skills, in order for them to self-manage and master their work with enthusiasm and high motivation.

Supervisor's supports also builds trust in employees, and improve the effectiveness of coordination between members in an organization. In addition, supervisor support facilitates employees by providing an appropriate working environment, finds the cause and the solution for conflicts arising, and helps employees remedy their mistakes. When a job or a project fails, the employee performing that job/project often feels depressed, loses confidence and no longer has work motivation. The role of a leader here is to encourage and make employees feel more comfortable; hence, they can overcome the failure and continue working more efficiently, and head towards the true values of life.

In general, the role of leadership style is to attend, develop and inspire subordinates without any exceptions. Based on how the image of leaders looks and the way they treat their subordinates, employees decides whether they will commit to the company or not.

2.2.2. The relationship between training and development and quality of workforces

Holton et al. (2000) emphasized that training and development aims to help trainees apply what they have learnt into work, and he also stated that employees in an organization will be satisfied if they have a proper training design. The fact is that training is designed to help employees gain skills that are necessary for their daily jobs. Following this, employees will feel pleased with training courses if they realize that the training courses are well-designed to maximize employees' abilities (Holton, 1996). Therefore, in the study of human resource training at HDIC, the author would like to propose the following hypothesis, in order to measure the relationship between training and development and the quality of labor:

Hypothesis 2: Training and development has a positive influence on the quality of

workforces at HDIC

Today, when life standards of employees are improved considerably and the education, professions and skills are promoted. They expect not only tangible factors but also opportunities of promotion, and interesting and challenging jobs, etc.

Training: is defined as learning activities that help employees perform their jobs and duties more effectively. It is known as a learning process from which employees can comprehend and improve their skills and standards in order to fulfill their assigned jobs.

Development: is learning activities that are beyond the current scope of work and aims to give employees new job chances based on companies' directions.

The importance of human resource training activity: In the age of science and technology developing rapidly, the competition between countries and companies is increasing fiercely, which is shown in all aspects of technology, management, finance, quality, price, etc. However, above of all others is human competition. It is obvious that competitors can copy all the key methods of an organization about products, technologies, etc. Nevertheless, human resource is the only factor that prevents competitors from copying an organization's success methods. In fact, human resource issues and solutions are always hot topics on international forums and studies.

Training and development plays important roles in any organizations which want to create an effective workforce. It applied as a good method to improve the quality of workforce for further corporate strategic objectives. Effective training programs result in increasing production; reducing job turnover, and enhancing employees' job satisfaction (Mathiew, 1991; Tannenbaum et al., 1991). Some organizations regard training and development as a means of promotion and compensation (Lee & Teo, 2005; Mc Conville, 2006). Therefore, training is possibly regarded as a motivator in Two-Factor theory.

Training and development are two terms normally seen together or used interchangeably (Obisi, 1996). However, several researchers pointed out their differences in terms of time value, purpose and subject. While training is for short-term, specific purpose and non-managerial individuals, development implies to long-term general target and managerial personnel (Steinmetz & Lawrenc, 1996). Training is related with current performance and progress of an employee while development is related with the future performance and progress (Miller, 2006).

2.2.3. The relationship between working environment and quality of workforces

Working environment relates to conditions of occupational safety and health, work pressure, equipment, etc. (Yuan, 1997). Employees will stay if the company can show attentions to their life's demands, health, company's geographical location, families and other individuals'

needs (Yuan, 1997). Thus, the third hypothesis stated as below:

Hypothesis 3: Working environment has a positive influence on the quality of workforces at HDIC

Today organizations have increasingly recognized that working environment is one of factors that satisfy. Additionally, working conditions also contribute to helping improve job performance. In a professional working environment, colleagues can be considered as one of the most important factors that help provide 90% of job performance. Grensler(2013) states that employees who have support, encouragement from and co-operation with colleagues are able to achieve higher job performance than others who do not have. Hence, the factor of colleagues has contributed significantly to employee satisfaction and organization's sustainable development.

In order to bring working advantages, equipment is determined as one of the most important factors that contributes to company success and measures the employee satisfaction in an organization.

2.3 Working efficiency, work capability, and workforces

Work efficiency try to instill in employees the feelings of security, equity, pride, internal democracy, ownership, autonomy, responsibility and flexibility. They try to treat employees in a fair and supportive manner, open communication channels at all levels, offer employees opportunities to participate in decisions affecting them and empower them to carry on with their assignments. It has also been associated with organizational changes aimed at increasing the levels of job widening (greater horizontal task flexibility) and job enrichment (greater vertical task flexibility including the taking on of new responsibilities including those formerly undertaken by supervisory or managerial personnel).

Cowan (1997) asserted that work capability referring to the abilities of an employees that helped the employees to reduce the idle time and efforts. Bodnarchuk (2012), however, highlighted skill was often appeared when an employee felt confidence towards assigned works.

Based the list above, the author would like to group them into five groups of work capability, as:

- Work-related work capability: The amount of employees experiences, employees' professionals, salary, management and leadership capabilities Cowan (1997).
- People work capability: The ability to advance the work of an organization via interacting with others for developing respect, mutual understanding, and productive working

relations (Rifkin, 2002).

- Social work capability: Similarly, Libet and Lewinsohn (1973) defined social skill as abilities of those who could make the reinforcement into other people. Wolpe (1958) referred social work capability to the ability of hiding anger feeling. Witt and Ferris (2003) considered social work capability in workplace as trainable factor so that it could be changed by social factors.

- Soft work capability: James and James (2004) asserted that soft work capability becoming more essential and important to the recruiter in the modern workplace as other researchers also agreed with potential employees should be equipped by good level of soft work capability. Perreault (2004) and Wilhelm (2004) denoted that soft work capability of employees consisted of good interpersonal communication and self-communication, trustfulness, be able to work in a team, leadership capacities.

It noted that labor quality were the collection of “characteristics, behaviors and traits necessary for successful job performance.” (Noor and Dola, 2009, pp.226), Boyatzis (1982) defined labor quality as required capabilities for improving basic abilities in order to enhance the job performance, and competencies consisted of motivation, trait, job skill, and social role. In this context, the author self-understood that labor quality referred required characteristics that an individual would develop in line with job-related work capability or job-related knowledge, thus helping the employees to achieve higher level of job performances.

2.4 Experience of countries on human resource development in ICT industry

2.4.1.Experience of US

The US has built a model of mass higher education as well as applying the model of Liberal Arts. They also majorly invested in higher education and take interest in building a workforce of excellent lecturers. Many organizations attend specifically to train a scientific and technological work force.

Thoroughly take interest of creating a working environment that facilitates talents at the highest level; Establish an identical system of policies for the issue of immigration; Facilitates talented people in order for them to permanently and stably settle in the US; Pay attention to attract scientists and experts who are working in high-tech industries.

2.4.2.Experience of Singapore

Majorly invest in education – training; Build a system of higher education to meet the diverse needs learners in the age of economic-knowledge development; Implement significant

reforms of concept, content and pedagogy; Encourage companies to participate in training human resource for the country.

Establish the Recruitment Committee of talents over the country, form the career exposure network in Singapore, Encourage talents by applying salary payment policies in accordance with their grey matter; Take interest in developing young talents.

2.5 Proposed research model and Hypotheses

In summary, based on the above theories and explanations, and the proposed hypotheses are as following:

Hypothesis 1: Supervisor support has positive impact on the quality of human resources

Hypothesis 2: Training and development has positive impact on the quality of human resources

Hypothesis 3: Working environment has positive impact on the quality of human resources

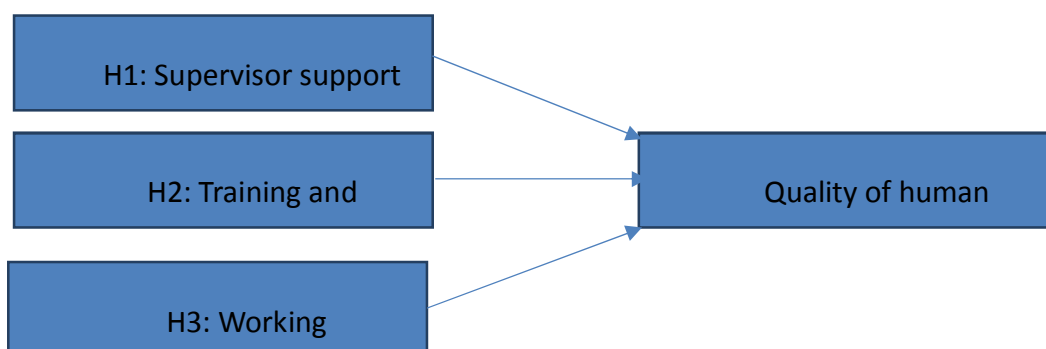


Figure: Conceptual Research Model

3. Research Methodology

3.1 Research sample design

As mentioned above, the author collected primary data from the survey of questionnaires on a number of employees (samples) working for HDICs. Since the primary data is collected from employees, the author realized that it's necessary to conduct sampling technique in order to create a sample size which is big enough for later data analysis. Because the number of employees at HDICs is 300 so that N is equal to 300. Hence, the sample size of this study will be:

$$n = N / (1 + Ne^2) = 300 / (1 + 300 * 0.05^2) \geq 171.4$$

So, the sample size of 170 that is generated by the formula of Yamane (1967) will be used in this study. On the other hand, the sample size can be generated by using following equation:

$$\text{Sample size} = \text{question numbers} * 5 \sim 10$$

In this context, the author would like to select the sample size as 170 people accordingly.

3.2 Data collection

Srivastava and Rego (2011) defined primary data is the collection of direct data of objects which are within the scope of the study. Kubr and Propenko (1992) asserted that primary data is useful for researchers who could not find appropriate data for their researches from external sources. In this context, primary data will be affected by data collecting methods and techniques (Forshaw, 2000). In this study, the author proposed to use survey of questionnaires in which the author delivered the forms to the employees of HDICs by hands and collected the answers after the participants finished filling the survey.

Saunders et al (2009) defined secondary data is the type of data collected from previous studies. This data can be collected from many other sources, such as published books, magazines, newspapers, Internet, communication media, media, reports, and so on. Secondary data has a good advantage of consuming less time and cost to the researchers by reusing data from previous researches (Srivastava and Rego, 2011). In Vietnam, the researches on employee satisfaction are not popular because this theme is quite new so the author had to use secondary data from foreign sources. Nonetheless, the shortcoming in using data from the context comes from the fact that foreign researches were designed in the out-of-state-owned environment; however, this study is designed and conducted in the state-owned one. This shortcoming needed to mention when the author uses this type of secondary data. In this study, the author proposes to use the secondary data coming from previous studies such as theories of human resource management, and the factors affecting the quality of human resource management. Other secondary data that is internal reports on the factors affecting the quality of human resource management at HDICs will be used as well.

3.3 Survey of questionnaire and research scale

The questionnaire in this study consists of two main parts. The 1st part contains questions aiming to collect basic information of employees such as gender, age, income, and working time for the company. The 2nd part contains questions aiming to collect evaluations of employees who are working at HDICs in order to find out the effect of supervisor support, training and development, and working environment to the quality of human resource management at here. This part is conducted with the application of Likert's 5-level scale, ranged from 1 to 5

corresponding with Strongly disagree, Disagree, Neutral, Agree, and Strongly agree, respectively.

4. Data Analysis and Findings

In term of gender, there are male and female employees involved into the survey of questionnaire about human resource quality at HDIC. The number of male employees is 78 while the number of female is 92. Total 170 employees are involved into the survey and the percentage of male is 45.9% lower than the number of female that stands at 54.1%.

In term of age, there are four groups, including less than 30 years old, 30-40 years old, 40-50 years old and more than 50 years old. Data analysis shows that the number of respondents in each age group is 38, 48, 47, and 37. The percentages of these age groups are: 22.4%, 28.2%, 27.6%, and 21.8%. In this context, the major conclusion is that the employees at HDIC have age distributed widely from those who have lower time working to those who have long time working.

In term of education level of the respondents, table below shows that all respondents involve into the survey of questionnaire have education level above community college and no one have education at high school or below high school level. On the other hand, the percentage of employees who have Master/PhD, Bachelor degree, and community college are 29.4%, 34.1%, and 36.5%.

In term of income, there are four major groups, namely Less than 10VNDm, 10-15VNDm, 15-20VNDm, and More than 40VNDm. The percentage of these income groups are 22.9%, 22.4%, 25.9%, and 28.8% respectively. The major conclusion is that the incomes of the respondents are distributed equally from low income to high income group. This means that the answers of the respondents will not be bias by the income level as all income level are counted into the study. Furthermore, the income level shows that HDIC has succeeded in providing fair income paid to its employees.

In term of working environment, this factor has seven variables, including: (WR1) I feel satisfy with facilities at HDIC, (WR2) I feel HDIC provide me the working equipment appropriately and adequately, (WR3) Working space HDIC is very spacious, (WR4) The light and noise at the office is acceptable, (WR5) The employees can reach the material easily, (WR6) The air condition in the office is nice to work, and (WR7) Working culture at HDIC motivates me at work. The mean values of these variables are 4.00, 4.51, 4.52, 4.53, 4.35, 4.32, and 4.53. This means that all mean values higher than 3.5 so that the employees are happy with current working environment setup at HDIC.

In term of support from leadership factor, this factor has six variables, namely (SU1) Leaders at HDIC always take care about the quality of human resource, (SU2) Leaders at HDIC spend their time to evaluate the quality of human resource regularly, (SU3) The leadership allow the employees to propose their ideas, (SU4) The leadership provide effective authority mechanism, (SU5) The leadership encourage the employees to achieve higher work result, and (SU6) Leaders at HDIC take part in handling problems related to quality of human resource. The mean values of these variables are 4.58, 4.56, 4.35, 4.20, 4.49, and 4.29. Like the result achieved in working environment factor, the employees at HDIC is also satisfy with current leadership at the company accordingly.

In term of training and development, this factor has seven variables, namely (TD1) HDIC regularly has training programs, (TD2) HDIC organizes training programs in order to improve working performance, (TD3) HDIC guarantees that employees have the best training and preparation before working officially, (TD4) The employee receives adequate training contents, (TD5) HDIC allows the employees to involve into training feedback process, (TD6) The quality of teacher during training is satisfied yourself, and (TD7) HDIC evaluates the quality of employees via training. The mean values of these variables are 4.19, 4.22, 4.25, 4.20, 4.19, 4.14, and 4.12.

Based on results above, the major conclusion for descriptive statistics is that Hanoi Department of Information and Communication has done a good job in term of workforce management. All variables of chosen factors have mean values higher than 2.5 and some of them eventually have mean values higher than 3.5.

5. Conclusions and Recommendations

5.1 Conclusion

The primary goal of this study is to determine factors influencing human resource quality at HDIC as the company are now facing with the shortfall in the labor quality in recent years. By examining previous studies, there are some factors extracted, including working environment, leadership support, and training and development. Quantitative research method is deployed with primary data is collected from survey of questionnaire with 170 employees at HDIC. shows that working environment, leadership support, and training and development contribute to 63.2% of changes in human resource quality at HDIC and it is showing through the value of Adjusted R-Square. On the other hand, there are also other factors can explain for changes in human resource quality of HDIC and the other factors can explain for 37.8% of changes accordingly.

Currently, with the development of IT, the business has more solutions to improve internal

information systems through the application of its portal (portal) to facilitate the interaction between the individual, the parts of the business. Model portal allows administrators to easily control the flow of information within the enterprise, simultaneously, creating a virtual environment that helps employees to exploit the resources in the enterprise information and work together in anywhere. The diversity of portal applications in the enterprise environment is an indispensable tool for businesses in the era of information explosion, particularly for those businesses with multiple departments, branch distribution published in a wide geographical space. Moreover, MIS also helps businesses save time and costs, proceed to build the paperless office, building professional working style and modern units, organizations, contribute to the reform of administrative procedures

5.2 Recommendation

Remuneration, benefit and working environment components can explain for more than 27.9% changes of overall employee satisfaction of HDIC. This relationship is statistical significant with Sig. value of F-Test is less than 0.05. Furthermore, beta of these components are statistical significant at 5% of confidence interval with Sig. value <0.05. Among these components, working environment has highest impacts on employee satisfaction. This study was also found in many previous studies of Kabir (2011) and Assaf & Alswalha (2003). Kabir (2011) indicated that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction. The overall job satisfaction of the employees in pharmaceutical sector is at the positive level. The nature of business operation, the work culture and the level of job satisfaction have undergone sea change for the pharmaceutical companies. Assaf & Alwaha (2003) emphasized to a strong relation between these variables and employee satisfaction and stability, especially the case of the internal conditions, with minor variations among worker categories, but the effects on productivity were not strong.

Based on such key findings, the author would like to refer to a common belief within organization that there are seven major Human resources practices which could generate successful employee satisfaction, which are: Employment security, Selective hiring of new personnel, Self-managed teams, High compensation contingent on organizational performance, Extensive training, Reduced status distinction and barriers, and Extensive sharing of information throughout the organization.

When implemented these practices would lead to high levels of job satisfaction, retention and motivation of employee's, which in turn influence the company's effectiveness and performance. The main purpose of implementing Human resources practices and materials is in order to develop internal career development, thereby, reducing turnover rate, maintaining and strengthening social phenomena within the company

Top management has a huge effect in corporate culture as well as human resources policy, play an important role in maintaining and improving employees satisfaction. It is recommended that top manager must set the elements of employees' satisfaction such as values, belief, measure, and taking appropriate actions to improve the efficiency of corporate culture management, ensuring that the employees satisfaction is managed and carried out by actions and learning rather than words.

Line management is the most supportive level to improving employees' willingness to engage in development activities through their conservation and communication with employees. It is suggested that a line manager should be involved in promoting learning and career development of employees.

Therefore, the link between line management to employee satisfaction can be shown by the way that line management takes responsibility in structuring and delivering learning opportunities to their employees in the respect of employees satisfaction. Line managers provide coaching and guidance, and they are the ones that lead teams to stimulate the learning of team members. Line managers also have a key, and perhaps more traditional, role to play in conducting feedback, performance appraisals and agreeing individual development plans. They are all necessary aspects to create favorable working environment as well as corporate culture.

Communication is the most effective channel between employees with employees and employees and their manager. Through communication employees and managers have their opportunity to voice their expectation and the way they should behave to achieve such results.

In order to establish an effective communication environment each employees and managers must create a friendly working environment where everyone feels free to raise their concerns, ideas and have opportunity to receive feedback. Besides, ever employees must create themselves a well listening attitude and ready to improve them to adapt expectation from other.

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