EVALUATION OF HUMAN CAPITAL STRATEGY FOR INCREASING EMPLOYEES IN THE PUBLIC ORGANIZATION

BYUseniuDaud Dept of Business and Mgt Studi SABS Suntai

&

Galadima Useni Fada Dept of General Studies SABS Suntai

ABSTRACT

ThestuAdnye,valuoaftHiuonnaCnap Dteavle lopanoasetnrtaftoeinon yore as in o Emplos/yoeReerformana na caette tmoepxtpltohrieen plicoafituino anns capid teavle lopomneem pt lojy oe beer formi anan Nciege ncionan nt El kret. comple ox fihteeivenesh an objuns gine en sv sir opn mee dhit soprogsæns iz at io t p la ecmephaosmius mac na pide avelo pf noterhmete, quis ka in te de solte od a chiænvseus tgarienaotpeerra teifofneacht ain elníésistiheanitalf/lford theomre alteevre fraigmepropve erdformAquestios numaaiponpero a ch in vo 2. vir ien sopo nwool esans te Tdh. epu e s t i os no nu agt hentleir ce is to of nr so en th seam pblyead op tcil nogs ned equlues taino oth hsues or fth Leik se or at le. Subsequte Impetelsyp, odnastweaa san alyuzseiodhegs crisptait viToshteics. f in drien vqes at hoa dii e n dinfa et wino po lo wy a a csommon a citmic se t surve oy re gdan i z tao twiao hnobs snaona pidteavle lo p Thheen et main in g activsiutcëhes Pserioo onlikor ejo bra i Prenrofo, rma aproporea iasnadls, Sponsotrisah ipnorionggra anmmeensigth were sneodte em te boles ign if icar Projpeecrtformwaansaclese ox am ian ge ad iTn ismt@o, satn 6Qual Tittey. implicia hiaino on reiah suemdac na pidite arte lo penna he antecmeps lo jyoebe performwanniocan urlne, a tdoisn creoa rsgeadn i zpaetrifoon ramllant mloee. l i go hftth fe i n d it nhose stud sy commet nhosb strgan i zsah to iuso Ihds ocat e conside fábt titemasen, de soutroic ne vse sh tum ac na pidte av le lopment fotrhæcquis fotraocns kicial nlotse, a ren xipn eg ridee ne ope roo not theed worklooperatikooneallence.

INTRODUCTION

varieo lues meonft ls eerganizatio The emerging trend in the Thelemantobonse etthcehalleringes competniattivovnæenviroanmoent changing public organization is or che story ta hi ei dite ropf ti ba ey con si deu pasbulriegnte e ch n o l og i e

have predisposed organizations to strategic plan of the organization. place emphasis on human capital Marimuthu, Arokiasamy and Ismail development in order to enhance (20 Os Se) be umacra pide avelopment employiento en form (a Jna omee a sa sus tasitn read to engry han cing 2009T)h.econce pfn tum acnapi te am lplojyopebær for ntn aa ookreiæ ve wasfubleweloiple9o6 Ovsitthecompetaidtviavnet at on ee hanging emergeon for eum aon apitthaelo ne yn viro Timhoe oos nţgan izsat trii ov ne s propoub of Secthu (1.526711) e tooptimtihzeswiorrk fothoreough former discussed educational comprehensive human capital expendaistaufroerom fin vest nodeenv telo po mireo ng tra nimo ersolte or wheretaleatleerve laotpheedom yt a kaebre a sittesn vironvnieth t hum acna p if to ar matthiaotna ly zreesplect to improved technologies, thera to efret ut roinn ve stimme in nt nova at ni obm na srkee ot o nomies. educaatnitorna i(nAign12ga),14). This, however, will enable the James (2009) contends that organiztacet of bines notes us tain hum ac na pii sa wa ela bifk Imo w le dggree, a ot pe erra teifo fneacht ia vnedne s s hab ia to sobers o naat Itirtiyto huat teefs fictihe som ticaly flf to Indomre a ter includes creativity enshrined in leve fransoguecce Gs s 2005 & sa. indivtople at fastramsi kordteor result, public organizations are produce result. Therefore, human increadseimnagnlobriumpge sikioir Is, capiitsaaclo I I ao frieos no u trho ae tis n c repars oeddu catniwd vo irtk y-re I at con so infers to er ii en ntœel, ls ikgielnklors en, w. I ef drop tembewiorrk eTnbse.s e knowleedtogebaat peosse sbsyedde manhdoswe penenphast innææe ed indiv Algbr (a. 21.0 1c.4o) n fit rhmas stf chrum ac na polite ar tellopment. the employment of academically Stateon Remotblem qual with the ideargs i voerngan iz at iHouman capital is the backbone of the ist hence potfsiuosnt a ihnuambalnseccess in every organisation. Mahroum (2007) capidteavle lophrhuemnato.apitsugagelsted that human capital management is a c c o r d on fgo r e g b E b a nn i arboqutathree key capacities; the capacity to a n 60 k o r a(f200 r1h0a) si n c r e a sdeivenloog tallenyt, the capacity to deploy talent, and become an indispensable index the capacity to continuously attract talent from c osnie dhigith ed yanmoi nautreo f elsewhere. Collectively, these three capacities b u s i neen sv si r o thoch be poe of itnhta form the backbone of any company's human development of such capacities capital competitiveness. especially through training has Lack of human capital development thereof no erregaesdaneces s naakres, it difficult for public organization to deliver require proper ne to a ar lion nog g - tthe quantity of products that more discerning

customers require. Currently in Nigeria, the demand from people for higher quality product and services is causing concern amongst public organizations about lack of skills and should lead to a new interest in training. Again, the influx of private organizations who are setting higher quality standards which means that public organization may have no choice but to raise their standards and quality of work. It is in this regard that, this research seeks to evaluate human capital development as a strategy for increasing employee's performance in the public organizations

Objectives of the Research

The aim of the research is to evaluate human capital development as a strategy for increasing employee's performance in the public organizations

Specifically, the objectives are:

- i. To examine the extent to which on-thejob training relates to quality of work performance of public organizations
- li. To ascertain the extent to which off-thejob- training relates to worker efficiency of public organizations

REVIEW OF RELATED LITERATURE Meaning of Human Capital

Human capital development is the process of helping people to acquire expertise. In an organizational context, it is the process by which organizations help their employees in a continuous and planned way in order to: acquire or sharpen the abilities required to perform various functions associated with their present or expected future roles; develop their general skills as individuals, discover and utilize their inner potential for their own and/or organizational

development purposes; 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.

The theory of human capital is rooted from the field of macroeconomic development theory (Schultz, 1993). Becker's (1993) classic book, Human Capital: A Theoretical and Empirical Analysis with special reference to education, illustrates this domain. Becker argues that there are different kinds of capitals that include schooling, a computer training course, expenditures on medical care. And in fact, lectures on the virtues of punctuality and honesty are capital too. In the true sense, they improve health, raise earnings, or add to a person's appreciation of literature over a lifetime. From the perspective of Classical Economic Theory, human capital considers labour as a commodity that can be traded in terms of purchase and sale. This classical theory very much focuses on the exploitation of labour by capital. However, unlike the meaning traditionally associated with the term labour, human capital refers to the knowledge, expertise, and skill one accumulates through education and training. Emphasizing the social and economic importance of human capital theory, Becker (1993) noted the most valuable of all capital is that investment in human being. Becker distinguishes firm-specific human capitals from general-purpose human capital. Examples of firm-specific human capital include expertise obtained through education and training in management information systems, accounting procedures, or other expertise

I ve et sand por bliners of ivon a biil tse

accordoiSntopn(e2,00p2l)aars

performance as it provides an institutional framework for skill

indispenos bo dende neplo y e b

indiv pod sa est shenda k te hem

tobeproduwo orkientsage lobal

e c o n olthuym acna p id teav le I o p m e n t

specific to a particular firm. General-purpose human capital is knowledge gained through education and training in areas of value to a variety of firms such as generic skills in human resource development. Regardless of the application, Becker considers education and training to be the most important investment in human capital.

The Concept of Human Capital Development acqui snietcie os nsfao or pre rationa Human capital according to e f f i c iTehne or ye .ftohreeex, t etnot Mustapha, (2005) consists of which members of organization knowledge, skills, dexterity and contribute in resource allocation, personality attributes that enable m o b i l i za an tolui to in l, i z al ta i rogne indivtipodeurafkopramr titcausilkaenxtent depends on human capital anattemt poptro dugo eo dasn dde ve lo pNmoewno tn.d.elir (2001) servitolomes a vecconomai lctuoe contends that human capital is thpeeop Floe each ide vifeficiline on the aasniinn oolil sypek ne siyaa bo tear human capital development in enhancing employee job organizmaut siptolnæs oceon cerpte erfodmance in order to sustain e f f oint tr sa i in teism pog l o yt eat ea'k secompe titive advantage giving abreast of its changing business dynamic nature of business environment for improved job environment. performinga mogaen i (zMaut si to an pHulman Capital Development Components 2005T)h.et rein odtech no alnodgy Jayagopal (1988) proposed a market economies however, comprehensive framework for human resource emphastihzee sefdoorr gan itzoadeveloopment program, comprised upon four f i war all yos tol e v e I ca pon into no ob i I i nazajoir arreas with nineteen functions under them t hien t e l lkingoewnloaeed, od ne e a tandvælso suggest a dense network of p o t e o lin ui man abc na p i i tana na ts t e mindertonnections between these functions. That t mone et tholee m a noolf sheen v i r o n finance work was thrashed and most necessary

John 00 () 2s0s eheum can picotmponients are only discussed in detail. as a compendium of knowledge, Training and Development a b i l aint dike sinh hh e ir neinn tol i v i d u aThe two terms are quite identical to each t heant an aft recosma t we mad b wm eorther, but they are not the same in meaning. f o r meadlu c a ta in dtnr a i nU id nu g, Training is a learning process that aims to (2014) sees human capital permanently improve the ability and behavior of developament in the duca tsikointhe lemployees by enabling them to acquire new skill, knowledge and attitude for more efficient performance. Which includes: identification of training needs; developing suitable training programmes; providing requisite job skills and knowledge to employees; evaluating the effectiveness of training programmes? Training is considered fundamentally important to human capital development. It could be described as the vehicle that takes organization to their destination within a stipulated time frame. Development is the growth or realization of a person's ability, through conscious or unconscious learning. Development programs usually include phases of planned study and experience, and are usually supported by a coaching or counselling facility. Development occurs when a gain in experience is effectively combined with the conceptual understanding that can illustrate it, giving increased confidence both to act and to perceive how such action relates to its context (Bolton, 1995). According to Becker (1993), there are three types of training or knowledge, which are directly related to rate of return and human capital. Becker specified these trainings or knowledge as investments in human capital. These three types of training or knowledge (Becker, 1993) are: on-the-job training- learning new skills and perfecting old ones while on the job. Broken down into two types of training; general training- those skills which are useful in many firms besides those providing it?; specific training- training that has no effect on the productivity of trainees that would be useful in other firms; schooling- an institution specializing in the production of training, as distinct from a firm that offers training in conjunction with the production of goods?; and

other knowledge- any other information which a person obtains to increase their command of their economic situation.

On-the-job training is intended to improve old skills and provide new skills while employed by a firm. These skills are either transferable or specific. On-the-job training is provided by a firm and utilized to increase the outputs of the firm and to increase the income of the individual. This type of training is valued through the time and effort of the trainees, the teaching provided by others, and the equipment and materials used. These are costs that are incurred from reducing current production in order to increase future production (Becker, 1993). On-the-training time periods can vary greatly as more time is spent on an intern than a machine operator? (Becker, 1993). General training provides transferable skills to the worker. These types of skills are rarely costly to the firm most of the trainees bare the cost of general training and reap the benefits of the returns. Employees pay for the general on-the-job training by receiving wages below what they could receive elsewhere. For example, a machinist trained in the military receives lower wages than we would in the competitive labour market; however he finds his skill has value in steel or aircraft firms, and a doctor in residency at one hospital finds his skills are highly transferable to other hospitals or private practice in the future. Most general on-the-job training presumably increases the future marginal productivity of the workers in the firm providing the training and in other firms (Becker, 1993, p. 34).

Job Rotation

The distribution of responsibilities it is suggested will result in specialization. However, to be able to utilize their specialization in the best possible way, the work-tasks should be rotated among the employees so as to broaden their field of specialization as well as their knowledge about the organization's operation as a whole. Therefore, once a year the work-tasks should be rotated among the various employees depending upon their qualifications and suitability to perform the new work-task.

Performance Management in Organization

Thego ao Ifan yor gan i żestot siecotoren working capital, perennial problem of n o of n It yos u r v bi uv teos u s t ia ti serrears in payments and low level of consultancy e x i s t be yniomep r o prei n by o r m beens. These predicament creates foreign the idea Organizations must increase performan deterore et three ed the warts the development of technical support for o & o m p e t(iA triseoln**as**int a 2 b 1 3 o)onsultancy firms.

Organizational performance means transforimmaptui toosnu tiopofut toosgencfyor

a bleivign ceratri o utocme s E i fo o (1981) observes that performance management encompasses every formal methods adopted by the or gan i ztaoet ni ho an necmep I o y eubdicsorganization setting. They advanced that comm itment and organizational effectiveness.

indive importable indiverse of the state of achie veomfoe notanizoaota b sna l Pefron a orem a a gnee in three fre involves the integration of various sectiuonni £atolosrro fsesrti bifzati ideas that would motivate the employfeoearsnticibpeahtaevdiour towa ad stainomfenganizatio qoal.

The public organizations in Nigeria is rife

Challenges of Human Capital Development Lack of financial resources

with a lot of problems. Among these are inability of embarking on human capital development and

Lack of central development and regulatory

Fugar et al., (2013) identified that there is no central agency with legislative backbone to promote and enforce the advancement of skills, experience and professionalism in the Nigerian there is no compulsion on organizations to undertake continual development of their

Agh (a 2 0 1 i 4 d) e n tfiifniaendem piloage ets. This has partly led to the poor performance indices to performance on projects in areas such cost, inc lude perce no tsaa qlee so, fi tcaa bo ii Itquiality aynd, productivity. emploayneodetonmansseAtcsu.tLeackofappreciation

(2003) argues that performance management is a systematic and holistic process of work planning, m o n i t a n right e a s u r earni emna toll competitive and proactive in a highly competitive

Some managers do not place value on the importance of human capital development as the means for reinventing organizations to be c o n t i n iu mon p s of ty hi tenega mas n d and ever-changing economic environment (Fugar et al., 2013). In such environment, human capital development is not factored into the policy and structure of the company. This has somewhat contributed to the non-sustainability and non-effectiveness of such local enterprises. Cost of human capital development

Fisher et al., (2003) advanced that besides being one of the most important human resource management functions, Human capital development is also one of the most costly. Arguably it involves investment of time and financial resources with long-term benefits. Most owners of construction firms are more interested in immediate benefits than long-term returns. Thus, such enterprises are not normally inclined to invest in human capital development. Furthermore, insufficient and erratic flow of jobs coupled with irregular payment for work done by clients has increased the unwillingness of public organization to spend in human capital development (Sambasivan and Soon, 2007).

RESEARMOEHTHODOLOGY ReseaDrecshign

This stundsyle ot phrimaenroly secon odlaartoya olletcotoi To bane primota artywae roeb ta if nreo othhe e fieu bod quoge stio nThae beveerse. develoo penne adn n tehra at ptaarleld thkee oyom po noe fanhtrese se aan odh cle aarl li yawniet oh oeb je cottihvee s stu To hysee con odlaa traym proifsed comprehelnistie vreae tvui feewom the arissou us roiens lub do ionkgs, refepre adontoele ctjroo un rincals, andre vietwrsome le viannod tu stry-relante ow obspaap noerdra sgazines.

Descriap ntohiovne-parametric

s tatitsotowilocsau bloelus efdotrhe analyosfikseacquidraetdah.e mediaamochodelotrheeategorica datwaou bloelde termsionaesolo understand categorical trends. Spearmocaon r'rse whoatubloeluns ed to determine association among parameatneals scert theleeiog roefe dependoefnhoeyosaerameters. DATAANALYSANSRESULT Table 1 Frequency of Human Capital Development activities. Source: Survey Data

	W	RII	Ran k	Mean	Std Dev
Orientation provided for new employees.	75.00	0.71	1	3.57	.811
Performance appraisals are taken	72.00	0.69	2	3.43	.978
seriously					
Employees who return from training	68.00	0.65	3	3.24	.700
programmes are given opportunities to					
try out what they have learnt					
Periodic on the job training for	64.00	0.64	4	3.20	.768
employees					
Employees with skills to help them move	67.00	0.64	5	3.19	.750
into new roles in the future are equipped					
Those who go for training go with a clear	67.00	0.64	5	3.19	.750
understanding of the knowledge and					
skills they are expected to acquire from					
training					
Employees who could be further	66.00	0.63	7	3.14	.793
developed or promoted into other roles					
are identified					
Training of employees is given due	66.00	0.63	7	3.14	.793
importance					
There is a well-designed and widely	66.00	0.63	7	3.14	.854
accepted training policy					

TSPJED Journal | Vol 1 No. 1 | May, 2017

Management is committed to training of	64.00	0.61	10	3.05	.740
employees					
Future plans are made known to the	64.00	0.61	10	3.05	.805
managerial staff to help them develop					
their efficiency					
There is in-house training programme	64.00	0.61	10	3.05	.921
Career opportunities are pointed out to	63.00	0.60	13	3.00	.837
employees					
There is a thorough job on self- appraisal	63.00	0.60	13	3.00	.949
in terms of reviewing, reflecting and					
analyzing the factors affecting their					
performance					
In-house training programmes are	63.00	0.60	13	3.00	1.049
handled by competent senior staff					
Those who are sponsored for training	62.00	0.59	16	2.95	.921
programmes take the training seriously					
Employees are sponsored for training	61.00	0.58	17	2.90	.995
programmes on the basis of genuine					
training needs					
The qualities of in-house training	61.00	0.58	17	2.90	.831
programmes are excellent					
Performance gaps are identified and	60.00	0.57	19	2.86	.964
corrected					
Investment in resources to ensure	60.00	0.57	19	2.86	.964
personnel development					
New employees receive job-related	57.00	0.54	21	2.71	.956
training					
Periodic off the job training for	53.00	0.50	22	2.52	.680
employees					

CONCLUSION AND that cquiso if ptriao contsik cials hist, RECOMMENDATION lear en xi pn eg r deene per combile d work.

The imperation of ten perations should often onhum acna pid teavle lopo na en notocton dus centrin a os fer eannodes, beover-empheas spiezcejda, vlilwy oyrks huok pe seepmplo yaeberse 'as t thety namoist pnub bir ganiz a fithee nolvo haa gileemgaensa, tin g dribogcnon tiumpusaulingseri en forcem the changing business and technology. The predisposed environment. The aforementioned de sifroern han opelra tsiko intarle aatseus ta ifnraabmleewuoprokn, unders to bene san i zeaft fico non tos si'ecnhop Io yaeruee podawt ie dd bay t ob u o symplo y**j e le** erform at no ε el pa sy ra ts k oj and nat kds n, o w l e d g e through chap minta a l delvne tloo epome a to to in seema leox finteies theligonftthefinditnhogsst, udwy ar yeim vgir o nfomienm ptrojvoebd conclundaents proovregoan iz apteiro fnoarlmance. performance could be attained, if REFERENCE conside fábahedse souarroee Ascute, N. (2003), Performance e f f e cotteipv le ot waeen oth a hi cuen a n Management in Local capid teavel op those procturg that he - joGbovernmAenne kamination and off-the-pb training. Therefore, Current usuage, mpacts and investing on human capital Implementation factors. development provides sustainable Washington D.C: Brown framework that allow for greater Publications. oper abominal dexetrtiyand eficfeincy Aging, NC (2214) Human Captila necessary for improved job Developamne@nrtganizatio PerformEaBnScUelourotal performance. Recommendations Contemporary Management,

Consequente Instator e g to hien g, VoIN 02. P1p6, 7 - 73.

s tudey commet rhobostr gan iz a Atrisoil Massan, 6st a uNb. (, 201T3h) e, shoual ld Iooc ao hes ideer fat bolret s Impact of Performance timaen, de soutroic nevsoe rish tuman Management in Organization. capid teavle Iop fmoetr rhoteles ired Jouron Bauls in Measn sagement operational skills necessary for an Edconom 2 (61s) 2, 4 - 130. improevme pollojy oe poere rforma Bradoeb Ea (1999) b, a Tshioeds social Theinvestorment manes our ceresearch. Be mont, Calif: development through off-the-job Wadsw & Pubhlishing tal:

```
Theoretical and Empirical Fish@rDSchoenfLe. IFal.ntd
   Anal wsi in Stope c Rieafle rence Shaw J.B. (2003). Human
    toEduca (3 orendd.). Chicageo sonn a cagen (5 eta othition)
                                   HoughMtiofnOfdNenWork.
    UniveorCshiitcyPagess
Bolt Mon (, 199 Ass) sess na en not 1FugaFr., D.akín, dSa la aAm., (2007),
   Developim Eeun rto Aleding Job Satisfaction among
    value to individuals and
                                   ConstrWotkenKsNUST
    organization, Maidenhead,
                                   infrastPrruocjtekuornuter, on fal
   McGrhawll.
                                   th Gehanlans toi Etuten eers,
Bont Nisa, ndFitz-Je.n(22,002)
                                   5 (Gif) and an stoi Et nugtieneers.
    = IntellecRiOula: lacaqcFaiuutgsaaEfrl,D.AKs.h,iboe-MNe.nAsah,
   mapolium ac napatate ce dentasnaAdinyEi. (20,1H3u)man
    and consequents', Journal of
                                   caipt at hoer: yi mlpai to in sfor
    Intel Capti Vtaa 31 No3,
                                   Ghana icao m strui on tdiu osntry
                                   development.
    pp. 223247.
BrymaAn. (, 20054), c, iRælsearGcahra vTaNn.M, or lMe.Gc, unn iPg. I, e,
   Metho[d2saE.dd 4) x f dOrxdf:ord & Collins, E. (2001). Human
   UnivePrrseistsy.
                                   CapiatcaclumulTahteiooone:
Coopler.R.S., chinPd.ISe2r003). human resource development.
    BusinReessee aMrecthho(d8st.h
                                   Jour o aí 🛮 ur o p el an nol us tri a
    ed B) ston:
                                   Trai 2 5 n( 2 /438/-46)8,
Doole (/2,0 6E0). Icnatpeiltla@eloceti@cnzul,l&HuD, .(199E6c)o.nomic
    thseof twinades As note myp: iricaglrow thand human capital
    tesPhDdisserCtaaltlioeofone,
                                   accumul Sitmion Intaam edity
    Business Adm in istration,
                                   expended convergence tests.
   University of Washington,
                                   Econombec 5 43,5,5 - 362.
    TacokWA,
                               GreeFn.(199T3h)el.e term of ants
Doucouliagos, C. (1997). The
                                   training of male and female
    aggre od ætheanfoblrabion
                                   employees in Britain.Oxford
    Australia: A Meta-analysis.
                                   Bulletin of Economics and
    Australian Economic Papers,
                                   S t a t i5s5t(i11c0)s3, -122.
    BlackPwueblllish(16n92g)2.,43-66reyB,.K.(2005nn)p,licetions
    42.
                                   HumaChap iDteavle I o pomne n t
E j i oPf.Nor(,198Mla)n,a gemienn t
                                   Manufacturing Organizations.
   Nigeria, Theories and Issues,
                                   New-YMor Okr. a wl-rHci.ll
   On it As In a i, of Ear BP au blis Hell, r Ss.B. (2001), Assessing the
```

Relationship between Human

Limited

```
Capital and Organizational
                                   272.
    Performance. International
                               Minc & 1,19917h) eproducotfion
    Journal of Business and
                                   hum ac na p a thad h le i cfyecol fe
    Managem3e0n(, 9P), p5.6 - 62.
                                   e a r n iVnagrsi:a d na ot rh se m e .
II ₽ A ,.M,a b eCy.&,R o b e r t Ton,
                                   JouronLealbEocronomii5c(s1,),
    (1990). HRM practices and
                                   26-47
    employee commitment:
                               Musta pl h(a2,0.015m)p,ao dH tuman
    Possibilities, pitfalls and
                                   Capital Development on
    paradoxes. British Journal of
                                   Performance of Commercial
    Managemle 1 n4 t7, - 157.
                                   Banks in Nigeria. A paper
JameGs.,M(.200E9f)f,eocHtusman
                                   presented at the National
    Capital Development on
                                   Conferoe@nocrepoSruartveival
    Organizational Performance.
                                   Performa an noScaet is fianctio
    Lago Tos sPiunblication.
                                   CompetMatrikvLeeatg. State
Jayag Rp (al 19 8H8u)m.aRnesource University.
    Development - Conceptual NordhaOu. of 1,9963 o) mpetencie
    Analyasn Bistrat Soptieers lings pecificities
    PublisPhrein/Leaitmein/Newl.
                                   organizations. In ternational
                                   Studies of Management and
    De Ilhnidpipas.0 - 83.
John, P.F. (2000), Exploring the
                                   Organi 28 (81) 29.
    Implicant Huonnas 6 apit Oafoler op un en , T , Ebiirona V .and
    DevelopommeentformoafnceOkoraGf.oF(r2,01EOf)f,eocfts
    Manufacturing Firm. Boston:
                                   HumaChap iDteavle I o pomne n t
                                   theerformoafSince ahd
    HoughMtiof@foimpany
LoosemWo.D, ea, in Atayn, blingard, MediSuona Leendterpintiheese
    H. (2003) Human resource
                                   Sou Etas t Reeron io o Nhigeria.
    management in construction
                                   Journal of Sustainable
    proj Socta ta englipie ration Daelve lopim neAnftri Vcoal, . 12,
    approaches Spon Press, New
                                   N 0 .P8p, . 4 9 - 5 8 .
    York.
                               RobertGs.oGMackinJl. abayn,d
                                   Car 8, K1 9 9 1C) o.n erees:
MarimuMt.h.Aur, okiasLaannyd
    Is m Mai. (12, 0 0H9u)m, a Chapital animated 3D visualizations of
    Developamedhtlsmpaccft
                                   hierarion hfio cramAaCtMCHolh.
    FilPnerformEavnicdeefnrcoem
                                   '91 Conference on Human
    Developmental Economics.
                                   Factiono rosm pu Siyns gems.
    In the thiad Jouarl to fSoclia
```

Resea V o h N 20, 18 p 2 6 5 -