

Open University of Cyprus

Faculty of Economics and Management

Postgraduate (Master's) Programme of Study

MBA – Master in Business Administration

Postgraduate (Master's) Dissertation



The Level of Human Resources Development in Cypriot Enterprises

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Supervisor

Dr. Andreas Assiotis

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This Master's Dissertation was submitted in partial fulfillment of the requirements for the award of the
postgraduate title

on

by the Faculty of Economics and Management

of the Open University of Cyprus.

May 2022





Abstract

Human Resource management development and improvement is the key to success in any kind of enterprises. Here, the human resource management and development functions are described. The study was conducted in the form of a survey, with data being gathered via questionnaires. The sample consists of employees that are currently employed in Cypriot enterprises. Through this study the importance of human resources practices is stated and the level of implementation of those practices by the Cypriot enterprises. Furthermore, a discussion is provided on the importance of HRM practices; how are increasingly viewed as a source of competitive advantage in today's organizations and how can affect the organization's growth. Moreover, the study also mentions the degree of implementation and the employee involvement in one of the most important HR practices, the training and development practice. Generally, in Cyprus training and development programs are conducted the most and companies are willing to invest in those kinds of programs. The findings of this study indicated that Cypriot enterprises are adequately using HR practices but still there is room for development and improvement. Due to growth limitations of Cypriot companies, HR practices are also aligned and similarly grow gradually. Therefore, the implementation of HR practices and process is also developing gradually.



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1.Introduction

1.1 Background Information

It is generally acknowledged that these days we live in a more intricate and questionable world. Companies regularly set goals for their future performance and develop plans to reach those goals. To achieve this, they rely to three types of resources, financial, physical, and human (Nimtrakoon, 2015). Addressing the human resource issues is necessary for reaching those goals. In 2008 when the worldwide recession arose, one of the biggest economic crises that Cyprus has faced, the financial and business environment is continually fluctuating. Being able to develop by maintaining stability is something difficult and complex. With that being said, companies have to improve their performance and the quality of products and services. At this point, in the business framework, this can be accomplished through organizational and individual development. Therefore, effective human resource management (HRM) and human resource development (HRD) are the means to improve performance and a sustainable competitive advantage (Schuler and MacMillan, 1984). HRM is the process of hiring and developing employees so that they become more valuable to the company. It includes conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels (Ivanova, 2015). Effective HRM practices relate to a company's performance by contributing to employee and customer satisfaction, innovation in productivity, and the development of a favourable reputation in the community.



A company should centered to invest in human capital for the continued development, especially when it comes to crisis prevention (Sung and Choi, 2014). HRD is based to the principle that companies are human-made entities that rely on human expertise in order to establish/achieve their goals and objectives (Hassan Arif, 2007). HRD can build relationships and develop a culture that will attract the best fit for the company that aligns with the company's values and goals. It can increase employee commitment and engagement and create a professional environment where career development is promoted.

On the present situation, the performance of the employees was poorly evaluated and monitored before, during and after every period of their job. Most of the companies do not consider the HR department and isolated try and implement new processes such as Talent Management and boost their employer brand image. Today, the traditional processes of recruitment and selection have evolved, and talent management is now a process of attracting and recruiting high qualified talented employees, with emphasis in building a strong and sustainable employer brand using new and innovative procedures and developing digital skills (Mihalcea, 2017). Employer Branding is about creating an image in order to attract potential candidates to apply for job in a company that will pave the way for self-development (Sullivan, 2000). Company and employer brand can be cohered. Potential candidates are seeking to work in companies that have develop employer branding and have a "good name" in the market. Thus, it is more likely to choose and accept a position for a company that has a positive feedback regarding its HRM. In cases where companies are not capable or willing to promote the above practices, can result to insufficient performance of the employees and usually malfunction of the company.



1.2 Research problem and hypotheses

The importance of human capital has started to grow fast in the today's industry. Human capital is the total knowledge, skills and abilities that can be applied on the job and can help a company to meet its goals and objectives. A country in a rapidly grow industry can easily adapt to changes and flourish. Cyprus is a slow growing industry, especially when it comes to implementing practises such as marketing and human resources. Therefore, adaptation to new technology and techniques cannot be easily incorporate to a Cypriot enterprise.

According to Alleyne et al. (2006) case study, there is a "Best-practice" model that can affect the success of the company. Companies ought to have enhanced performance on the off chance that they distinguish and embrace best practices in the way they oversee individuals. Some of these practices are team working, employment security, selection hiring, extensive training etc.(Pfeffer et al., 1998). This research will show the development of human resources in Cyprus and the degree to which Cypriot enterprises are implementing HR practices based on the ownership and the years of operation. Moreover, we will examine how those HR practices such training and development and other career management programs can affect the employees' and the company's performance. This will clarify and show to which point currently Cypriot enterprises are regarding the human resources sector and if they need to expand their knowledge and conduct more research so they can constantly grow.

1.3 Rational for the research

This research is responsive to the needs of a company to implement and develop the HR strategies and generally to improve its business management. It ensures that the research findings can help companies to have a better understanding of the human resource management



and other practices including human resource development, training and development, talent management, and develop new and more challenging practices for employee management. Companies must increase employee engagement, which can be vital for the company's sustainability. Engaged employees are those that are devoted to their job and generally the company and this is a strategic component that offers both intangible and tangible benefits to a company. Intangible benefits are the positive brand reputation and awareness and tangible benefits are reducing costs with retention, increasing organizational performance, and delivering the results based on the company's mission and goals.

Focusing to the importance of the human resource development, we will analyse: the why is HRD important for Cypriot enterprises, what is the level of implementation and how it affects the growth of the company. Furthermore, we will examine when a company can implement human resource management practices to enhance human resource development.

1.4 Conclusion

According to Mercer (2016), companies now face challenges in terms of HRM, so they have to consider of building diverse talent pools, new culture with a flexible work environment, design succession and career management plans and define and clarify the value of HR. The human resources department has not yet become a priority to many Cypriot enterprises. At this point most of the companies are not using latest techniques or do not have an HR department at all. After the conclusion of this research we will have more insights regarding the Cypriot industry and their human resources department. Human capital can increase in this modern economy by increasing creativity, competitiveness, and training. It is essential for the companies to make employees feel more comfortable, train them and prepare them for adverse



conditions. An HR department must be able to employ the right talent, depending on its mission and values, but also transfer knowledge in order to develop their communication skills, the ability to collect and process information in various ways and the ability to critically think and problem solve.



2.Literature Review

Human resources strategy is the knowledge, skills and motivation given to an individual in order to adapt to the shaping of personal, social and economic development. Companies must motivate employees to achieve the company's goals and create a sustainable development, the ability to meet the current needs of employees and the needs of future employees (Sullivan, 2000). Especially in Cyprus, we observe that companies believe that having good working conditions, working hours and adequate compensation can result in satisfaction and improved human behaviour and attitudes. According to Herzberg, there are two factors that affect human behaviour in the work environment, the hygiene and the motivation factors. The hygiene factors avoid job dissatisfaction, but they do not influence job satisfaction. If a company satisfies those needs that doesn't mean that its employees are satisfied with the working conditions or the nature of the job. The motivation factors on the other hand, are those that create and increase job satisfaction. Those factors include personal growth, chances of promotion, acknowledgment, responsibility and achievement.

Human Resources Management (HRM) can be successful if a company implements advanced human resources practices (Dumitrana, 2009). According to Smilansky J. (2015), the most important elements that potential employees seek are support and guidance in the process of adapting to the work environment, self-development and future professional development opportunities. It is important when the best talent is acquired that the company can keep it. Employee commitment to the company is a form of voluntary-active employee behavior that goes beyond work requirements. Therefore, employee involvement plays a vital role in the growth and development of a company. In relation to the above, organizations should implement new practises such as Talent Management and promote human resource development. According



to A.D. Mihalcea, «Talent Management is a business model that generates retention and engagement, product and marketing communication innovation, value for consumers and financial performance.». Talent Management develops retention and involvement of the employees and that adds value to the company; builds the brand image of the company and that results to a more profitable organization. Effective employer branding results in gaining a competitive advantage which helps employees to adopt the company values and supports employee retention (Dell & Ainspan,2001). Moreover, another HR practice that can be effective is training and development. It is included in human resource development with a study stating that HR practices can affect and increase customer satisfaction by enhancing the involvement of its employees and developing their knowledge and abilities (Moynihan, L. M., Gardner, T. M. & Wright, P. M., 2002). On the other hand, another research argues that training and development cannot always be helpful. If a company does not support or develop a work environment that encourages innovation, training and development will not contribute to the company's performance (Bowen & Ostroff et al., 2004; Sung and Choi, 2013).

Human Resources Development (HRD) is the combination of HR strategies (organization development, professional development, etc.) in order to prepare employees and the company by enriching their knowledge, skills and experiences (Faeq Hamad Abed Mahidy Alhalboosi, 2018). The main functions of human resources are the development of the organization, professional development and training and development. HRD results in the development of knowledge and expertise of the company, increases efficiency, promotes the growth and development of employees (Allameh and Naftchali, 2012). Experts have reported that competitive pressure plays a vital role in encouraging organizations to adopt more innovative human resource practices (Agarwala, 2003). Innovation can be achieved through people, their intelligence, imagination



and creativity (Mumford, 2000). Innovation can be an organized search for change. HR professionals are the ones who need to motivate employees to be able to cope with these changes. According to Steve Jobs, co-founder and CEO of Apple, "Innovation is what sets a leader apart from a fan." Companies need to propose new practices related to enhancing employee productivity within the organization, which, in turn, can enhance commitment to the organization (Agarwala, 2003). HRD results in the development of the company's knowledge and expertise, increases efficiency and promotes growth and employee development (Allameh and Naftchali, 2012). Organizational development is the company's attempt to engage employees by linking the current employees' needs with the company's needs, thus avoiding any dissatisfactions and complaints in the future (Faeq Hamad Abed Mahidy Alhalboosi, 2018). Career planning is a process of tasks that an employee has to perform, usually with a counsellor or others in order to evaluate his/her competence and prepare a career plan. Career management follows after career planning with the implementation of that plan by focusing at this stage to the company's goals and mission and how those can promote employee career development (Faeq Hamad Abed Mahidy Alhalboosi, 2018). Thus, training and development is closely related to career development and career plans, and can be formed through the company's training programs. Less than half of the smaller companies in Cyprus and more than half of the larger companies have a written training and development policy (Stavrou-Costea, 2002). Although having a training policy in Cypriot enterprises it seems to be essential, career development and planning is not implemented that much. At this point, Cypriot enterprises spend a lot of time to write down the policies, figure out what the training needs are, and monitor training effectiveness and it is wasted because they do not implement career development planning. Employee's career and the company's needs are interconnected. Companies should facilitate individuals' career planning so that both interests can be satisfied (Mondy and Martocchio, 2016).



Moreover, Kahn (1992), stated that there are three conditions that have to be met so that a company can increase employee development, psychological safety, psychological availability, and psychological meaningfulness. Employees should feel safe, and this can be achieved if they are not afraid of expressing their opinion and generally express their true selves without turning to negative consequences. Psychological availability is having all the necessary resources to apply them on the job and psychological meaningfulness is being able to recognize the employee's work and commitment, as a company, on his/her role so that it will have a meaning for the employee. Being able to recognize that what the employee does in the future will help him/her to grow professionally and promote in the company. That is why HRM has a huge risk and must be handled properly when making decisions. In the field of risk management, the management of the human resources department of an organization, seems to be the biggest risk, since if a malfunction occurs, can negatively affect the company and the ability to deliver the business strategy (Dumitrana, 2009).

As mentioned previously, an important factor that can help structure and implement successful HR practices and encourage employees to work more effectively, is innovation. It is argued that some Human Resources practices can also identify and develop innovative work behaviors (IWB). Information exchange, supportive supervision and training and development can positively influence innovative work behavior. The exchange of information within the organization has the strongest effect on an innovative work behavior while the training and development on the other hand has a weaker one (Bos-Nehles and Veenendaal, 2017). Thus, managers can foster innovative behavior by investing in information exchange, supportive supervision, and creating an innovative workplace climate. Managers need to encourage changes, implement new processes and improvements throughout the business and this must be promoted to their team. If employees, through their perception of human resource practices, realize that



innovative ideas are rewarded and that the work environment focuses on creating and promoting new ideas, they will reciprocate with innovative behaviors.

An important factor in achieving an innovative climate and the practices that a company uses, is timing. An organization must be able to know the right time to promote an innovative idea. There are many companies that offered products to the market that did not remain due to poor timing, that they introduced new products to the market at a time when people do not need it and there is not much demand. At the same time, it is important for innovation to be created but also to continue within a business. An organization must always strive to increase its competitive advantage since there is always the need for survival and this is achieved through innovation. In addition it is important for the management of a business.

Also, human resource functions such as culture, employee engagement, teamwork, etc. are those that can help a company gain a consistent competitive advantage. Therefore, the Human Resources department can play a vital role in the overall performance of the company, but also in the current competitive market (Barney and Wright, n.d.). For example, recruitment, selection and training and development processes can affect employees' skills and competencies. Performance management, compensation, incentive and reward management policies can affect employee's effort. In addition, there are two human resource practices that can be used to provide career advancement for employees, and these are job planning and participation policies (Jiang et al., 2012). Human resources planning is the estimation of a company's future HR needs. After HR planning follows recruitment. DeCenzo and Robbins (2005) define recruitment as the process of generating a large pool of applicants and accordingly filtering them by selecting qualified applicants. It is a process for attracting and employing the best-qualified applicants who are willing to join the company and fill a position based on their skills and abilities. Huselid (1995) states that selecting the right person for the right place contributes to higher productivity and



enhanced market value of the company. After the recruitment process follows the selection process, where companies have to select those employees that are capable to fill the positions based on the job description that the company has formed (Uyar and Deniz, 2012). In cases where companies invest in teamwork, a successful and effective group depends mostly on the groups' characteristics, the tasks that have to be done and the external factors, like the resources that are provided to them or which are the benefits provided after the completion of the tasks (Blaga and Jozsef, 2014).

Today people are not willing to stay in a job for the rest of their lives, so companies if they are able to make the right adjustments this will be profitable for the whole organization.

Having the best talent in the company is a factor that can enhance competitive advantage and a factor that cannot easily be copied by other rival companies which in this case will lead to the sustainable development of the company (Iles, 1997). External factors such as globalization, economic trends, changes in the demographics, focus on customer loyalty and financial performance can affect the attraction and requirement of talent (Brockbank et al., 2002). In 2013 Cyprus faced a huge economic crisis and that affected a lot the financial and business environment. Some people support that talent can be context-dependent, which means that talent can be affected by the environment, where some others believe that talent can be established despite the working conditions of the company (Babíková, n.d.). The fact that human capital brings sustainability of competitive advantage, the labour shortages companies are willing to pay more attention to their employees by recruiting the best talent (Beechler and Woodward, 2009).

Cyprus is one of the European countries that does not evolve that easily despite the market changes or the demographics and individuals' preferences. Some companies do not even have an



HR department. The three quarters of larger companies in Cyprus do have a human resource department while almost half of the smaller enterprises in Cyprus also have a HRM function. In the EU almost all of the smaller and larger enterprises have a HR department (Stavrou-Costea, 2002). In Cyprus and especially in smaller enterprises managers are more involved in the decision-making for the development an organizational strategy rather than in other European countries where managers in smaller and larger enterprises are equally willing to involve. Larger companies in Cyprus have written down and are trying to implement human resource strategies and this can also be seen in other countries in the European Union (Stavrou-Costea, 2002). A research that has been conducted states that in 1999-2000 mostly in the UK the HR department was the one that was taking all the policy decision-making (Farndale, 2005). Almost half of the HR departments of the companies handled this kind of issue (training and development, recruitment, compensation and employment relations), though others chose the line management to lead.

The most important criteria of evaluating the HR department of a company is the responsiveness to the client's needs and the criteria measuring its proactivity or innovativeness in the human resource strategies (Tsui, 1987). There is always room for improvement and growth of generally the company and the employees individually (Smilansky, 2007) and this will result in a more convenient and achievable implementation plan (Walker, 1999). According to a study, the measures should include and show the direct effects that Human resources practises have on employee behaviour and attitudes, but also show how these combined changes produce strategic results (EF. Cabrera, 2003). HR professionals should find those models that link HR practices, employee behaviors, and firm results. The model that is present has five stages. First, companies should measure the HR practices and functions for example, different costs that may have, offers



to applicants, training costs etc. Then they have to measure organizational capabilities, which include employee behavior, attitude, and skills. On the third stage, it is recommended to measure the two together. How actually HR practises can affect the employee capabilities and attitudes. Then on the fourth stage organization capabilities must be measured on strategic business results. For example, financial reports and customer service satisfaction. Finally, at the fifth stage we measure the HR practices and strategic results. It is necessary to have those three measures separately but is not sufficient if we do not compare them. Knowing that a decrease, for example, in employee satisfaction has taken place from one year to the next does not necessarily identify the practice that might be accountable for such a failure.

In conclusion, HRD and innovation is really important and must be implemented in the organization. HR professionals are those that have to design and implement practices that will help the company to grow. Nowadays an HR manager and professional should be an entrepreneur, the one who is customer and employee oriented, be able to motivate people, the one who is willing and can take risks and has sufficient business knowledge and most importantly HR knowledge. Finally, an entrepreneur must be open minded and able to adopt and facilitate change (Boselie and Paauwe, 2005).



3.Methodology

For this study, secondary data will be used to gather information from journals, books, magazines etc. Secondary data tends to be readily available to obtain and it can be examined over a longer period. It will help to have a better understanding of the problem and identify any gaps or differences between papers and what additional information is needed to be collected. Moreover, primary data will be used, and questionnaires will be collected from employees working in different Cypriot enterprises. Questionnaires are commonly used to collect factual information in order to classify people and their circumstances, to gather straightforward information relating to people's behaviour and to look at the basic attitudes/opinions of a group of people relating to a particular issue. Also, the use of questionnaires helps to measure the satisfaction of customers on a specific subject or situation, and to collect 'baseline' information which can then be tracked over time to examine changes

The project used a convenience or a sample of 106 employees who are employed in the HR department of a company. A quantitative research was chosen to obtain further in-depth information on employee management in the Cypriot enterprises. Generally, questionnaires are commonly used to collect factual information in order to classify people and their circumstances, to gather straightforward information relating to people's behavior and to look at the basic attitudes/opinions of a group of people relating to a particular issue. The sample of the questionnaires that was gathered will help to understand the point of view of employees who are recruited in Independently Owned, National Chained Owned, International Chained Owned organizations, Franchises and other companies, regarding the implementation and effectiveness of training and developing programs and their effect on the company's performance.



Quantitative data can give reliable statistical results if we manage to get a large enough number of people to make a survey then we can ensure that this will be a representative sample of our target market. The objective was to gather some results based on the employees' opinion, without bias. Although quantitative research has its benefits, it might not help to understand the employee's experiences as opposed to explaining or predicting them. A quantitative study focused on numbers and variables would be void of emotions and back stories which would not provide space for this sample of employees to share their experiences.



4. Findings

This questionnaire designed to gather information regarding the level of implementation of Personnel/Human Resource (HR) policies and practices in the company such as career development, training and talent management and the level of implementation of those practices.

In part A is the personal information of the participants. There are four questions for the demographical characteristics of the employee like gender, age, educational level and nationality and then there are three questions regarding the nature of the job, years in current position and the industry that the company is operating.

In part B, questions are included regarding the company, the year when the company started operating, ownership, size (number of employees) and if the company have different written strategies (mission statement, business strategy etc.)

In part C, the questions have to do with the implementation of training and development programs and according to the employees' opinion, to what extent this facilitates not only the employee's growth and professional advancements but also to the company's performance.

In part D, the questions were regarding the HR department of the company. The questions in this part are formed in order to get information regarding the existence of an HR department in companies and if those departments are implementing the various HR practises such us recruitment and selection, training and development, HR planning etc.



4.1 Demographic characteristics

After the collection of 106 questionnaires, most of the participants in the sample are female (66%) rather than males (34%) and almost all of them are Cypriots (90.6%).

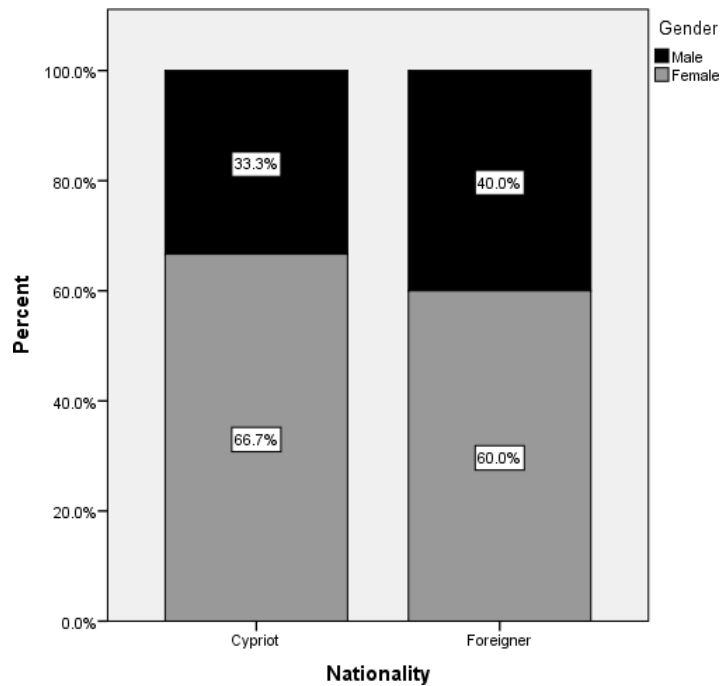


Figure 1 Sample Employees' Nationality and Gender

4.1.1 Sample age and education

The mean for the female sample is 32 and for the male sample 35. Of the 106 participants who completed the questionnaire, just over the two thirds (79.2%, N=84) (Figure 2) of the sample indicated that is between the age of 26-35, of whom 66% holds a master's degree and a small part, almost 5%, has a PhD title (Table 1).



	Education							
	Bachelor		Master		PhD		Other	
	Count	Table N %	Count	Table N %	Count	Table N %	Count	Table N %
16-25	0	0.0%	4	3.8%	0	0.0%	0	0.0%
26-35	6	5.7%	70	66.0%	5	4.7%	3	2.8%
Age 36-45	2	1.9%	8	7.5%	0	0.0%	0	0.0%
46+	0	0.0%	4	3.8%	4	3.8%	0	0.0%
Total	8	7.5%	86	81.1%	9	8.5%	3	2.8%

Table 1 Education level and Age

4.2 Ownership and Industry

Most of the companies in the sample are independently owned and of international chain owned and have an HR department. Most of the companies are new and started to operate from 2008 where some others started operating in 1992.

Moreover, on average 79% of the sample seem to be informed regarding their company's written strategies such as mission statement, diversity statement, CSR etc., plus HR strategies such as recruitment, training and development and others (Table 2).

		Count	Column N %
Mission statement	Yes	88	83.0%
	No	12	11.3%
	Don't Know	6	5.7%
Business/service strategy	Yes	88	83.0%



	No	14	13.2%
	Don't Know	4	3.8%
	Yes	90	84.9%
Personnel/HRM strategy	No	16	15.1%
	Don't Know	0	0.0%
	Yes	94	88.7%
HR recruitment strategy	No	10	9.4%
	Don't Know	2	1.9%
	Yes	88	83.0%
HR training & development strategy	No	16	15.1%
	Don't Know	2	1.9%
	Yes	72	67.9%
Corporate Social Responsibility statement	No	32	30.2%
	Don't Know	2	1.9%
	Yes	66	62.3%
Diversity statement	No	28	26.4%
	Don't Know	12	11.3%

Table 2. Acquisition of written statements of Cypriot companies (sample opinion)

As shown in Table 3 most of those companies are operating under the Finance, IT, Hospitality and Retail industry. Under the “other” category are included companies operating under Sales, Advertising, Agriculture, Construction, Pharmaceutical and Shipping industry.

	Frequency	Percent	Valid Percent	Cumulative Percent
Hospitality	10	9.4	9.4	9.4
Valid Education	6	5.7	5.7	15.1
Human Resources	8	7.5	7.5	22.6



Retail	10	9.4	9.4	32.1
Finance	36	34.0	34.0	66.0
Manufacturing	10	9.4	9.4	75.5
IT	12	11.3	11.3	86.8
Legal Services	4	3.8	3.8	90.6
Other	10	9.4	9.4	100.0
Total	106	100.0	100.0	

Table 3. Industry

4.2.1 Organization ownership types

In terms of organization ownership, almost the two thirds of companies are independent owned (60.4%, N=64), followed by international-chain-owned companies (25-30% range). There is also a small proportion (2-7% range) of companies under national-chain-ownership and some others are franchises (Table 4).

	Frequency	Percent	Valid Percent	Cumulative Percent
Independently owned	64	60.4	60.4	60.4
National chain owned	2	1.9	1.9	62.3
International chain owned	30	28.3	28.3	90.6
Franchise	2	1.9	1.9	92.5
Other	8	7.5	7.5	100.0
Total	106	100.0	100.0	

Table 4. Ownership

In the “other” category are included partnerships, freelancers, and semi-government organizations. It was expected to obtain a high proportion of responses from independent-owned organizations in Cyprus, since Cyprus economy consist of mostly micro companies and



SME which are usually following this type of ownership (European Commission, 2018) (Table 5).

Class size	Number of enterprises	
	Cyprus	
	Number	Share
Micro	47 840	93.6 %
Small	2 802	5.5 %
Medium- sized	427	0.8 %
SMEs	51 069	99.9 %
Large	66	0.1 %
Total	51 135	100.0 %

These are estimates for 2017 produced by DIW Econ, based on 2008-2015 figures from the Structural Business Statistics Database (Eurostat). The data cover the 'non-financial business economy', which includes industry, construction, trade, and services (NACE Rev. 2 sections B to J, L, M and N), but not enterprises in agriculture, forestry and fisheries and the largely non-market service sectors such as education and health. The following size-class definitions are applied: micro firms (0-9 persons employed), small firms (10-49 persons employed), medium-sized firms (50-249 persons employed), and large firms (250+ persons employed). The advantage of using Eurostat data is that the statistics are harmonised and comparable across countries. The disadvantage is that for some countries the data may be different from those published by national authorities.

Table 5. European Commission 2018 Ownership statistics

4.2.2 Organization size

The average size (number of employees) of the companies is approximately 270. Almost 60% of the sample has less than 250 employees, where almost 10% consist of companies with less than 10 employees (Table 6). Those companies according to their employees' perspective use to a large extent on-the-job training, participation in project teamwork, mentoring and projects



to stimulate learning. On the other hand, formal career and succession plans, job rotation, coaching and international projects are used by the companies to a moderate extent.

	Frequency	Percent	Valid Percent	Cumulative Percent
1-10	10	9.4	9.4	9.4
11-49	20	18.9	18.9	28.3
Valid 50-249	28	26.4	26.4	54.7
250+	48	45.3	45.3	100.0
Total	106	100.0	100.0	

Table 6. Number of Employees

4.3HR Department

This section of the questionnaire required respondents to give information on HR department of their company. Based on the size of the company we can observe that smaller companies do not have a human resources department. Based on the sample, all of the organizations with 50+ employees have an HR department. A small part (20%) of the medium-sized organizations (11-49 employees), do not have an HR department and almost half of small-sized organizations, with less than 10 employees, also don't have an HR department. (Table 7.1).

	Does your organization has an HR department			
	Yes		No	
	Count	Row N %	Count	Row N %
1-10	6	60.0%	4	40.0%
11-49	16	80.0%	4	20.0%
50-249	28	100.0%	0	0.0%
250+	48	100.0%	0	0.0%

Table 7.1 If companies have an HR department based on the years of operation



Further analysis showed that there was a significant low positive correlation between the years of operation of a company and the formation of an HR department in the company. This result is significant at the $p = 0.01$ level. This indicates strong evidence that the higher the years of operation the higher the possibility to have an HR department in the company (Table 7.2).

		Yearsofoperation	Does your organization has an HR department
Yearsofoperation	Pearson Correlation	1	.253**
	Sig. (2-tailed)		.009
	N	106	106
Does your organization has an HR department	Pearson Correlation	.253**	1
	Sig. (2-tailed)	.009	
	N	106	106

** . Correlation is significant at the 0.01 level (2-tailed).

Table 7.2 Correlation test based on years of operation

The chi-square analysis results showed that p value is $p = 0.110$ (Table 8.1), therefore there is no statistically significant difference based on the years of operation.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.037 ^a	3	.110
Likelihood Ratio	7.945	3	.047
Linear-by-Linear Association	5.391	1	.020
N of Valid Cases	106		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is .91.

Table 8.1. Chi-square based on the years of operation



These findings suggest that no matter how many years a company is operating in its specific market area that does not affect the fact that it has or not an HR department (Figure 3). Hence, it could conceivably be hypothesised that years of operation, as mentioned above, do not affect Cypriot enterprises of forming an HR department, though there is a higher possibility for companies that are operating for many years to have an HR department.

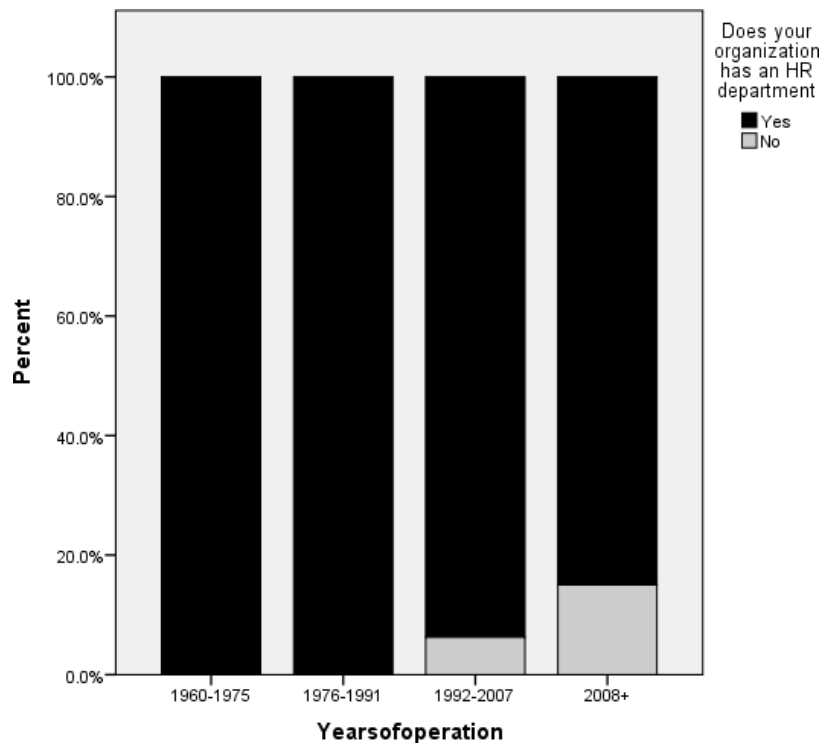


Figure 3. Chi-square based on the years of operation

The second set of analyses examined the impact of ownership on the existence of an HR department in the company. The result is significant at the $p = 0.000$ level (Table 8.2). In that case, it is observed that there is statistically significant difference. Therefore, ownership can affect a company regarding the formation or not of an HR department. It can be seen from the data in Table 8.3 below that mostly Independent owned companies do have an HR department but looking at the Franchises, it can be observed that those have not an HR department. The reason for this is not clear but it may have something to do with the fact that those kind of companies just have the license and rights to sell a product or provide a service under the



business's name and probably, especially at early stages of the companies operation, they are cooperating with the HR department of the franchisor.

Ownership * Does your organization has an HR department Crosstabulation

		Does your organization has an HR department		Total
		Yes	No	
Ownership	Independently owned	Count 60 % within Does your organization has an HR department 61.2%	4 50.0%	64 60.4%
	National chain owned	Count 2 % within Does your organization has an HR department 2.0%	0 0.0%	2 1.9%
	International chain owned	Count 28 % within Does your organization has an HR department 28.6%	2 25.0%	30 28.3%
	Franchise	Count 0 % within Does your organization has an HR department 0.0%	2 25.0%	2 1.9%
	Other	Count 8 % within Does your organization has an HR department 8.2%	0 0.0%	8 7.5%
	Total	Count 98 % within Does your organization has an HR department 100.0%	8 100.0%	106 100.0%

Table 8.3. Chi-square test based on Ownership

4.3.1 Implementation of Human Resources Management practices

When the participants were asked regarding the implementation of the HRM practices, the majority (77-90% range) commented that their company have an HR department that uses to a



large extent those practices. Moreover, companies that do not have an HR department still implement some of the HRM practices (Table 9). Some of those are human resources planning, Recruitment, Training and Development and Employee & Labour relations. It seems that Cypriot enterprises value the importance of implementing HR practices even if they do not have officially an HR department. It is important and HRM must be involved in the strategic decision-making and HR policies and practices must be based on the strategy of the company (Ulrich,1997).

		Does your organization has an HR department			
		Yes		No	
		Count	Column N %	Count	Column N %
Job analysis & job design	Yes	82	83.7%	2	25.0%
	No	14	14.3%	2	25.0%
	Don't Know	2	2.0%	4	50.0%
Human resource planning	Yes	86	87.8%	4	50.0%
	No	12	12.2%	2	25.0%
	Don't Know	0	0.0%	2	25.0%
Recruitment	Yes	96	98.0%	4	50.0%
	No	2	2.0%	2	25.0%
	Don't Know	0	0.0%	2	25.0%
Selection	Yes	90	91.8%	2	25.0%
	No	4	4.1%	4	50.0%
	Don't Know	4	4.1%	2	25.0%
Training & development	Yes	90	91.8%	4	50.0%
	No	8	8.2%	2	25.0%
	Don't Know	0	0.0%	2	25.0%
Performance management	Yes	84	87.5%	2	25.0%
	No	10	10.4%	4	50.0%
	Don't Know	2	2.1%	2	25.0%
Reward management	Yes	76	77.6%	2	25.0%
	No	20	20.4%	4	50.0%



Employee & labour relations	Don't Know	2	2.0%	2	25.0%
	Yes	88	89.8%	4	50.0%
	No	8	8.2%	2	25.0%
	Don't Know	2	2.0%	2	25.0%
	Total	98	100.0%	8	100.0%

Table 9. Implementation of HR practices

4.3.2 Evaluation of the HR department

In addition, it seems that we have controversial views on whether human resources department is been evaluated. Based on the sample 58.5% of the employees stated that their HR department is been evaluated to moderate or a large extent and 41.5% said that their HR department is been evaluated to a small extent (Table 10.1).

	Frequency	Percent	Valid Percent	Cumulative Percent
To a small extent	8	7.5	7.5	7.5
To some extent	36	34.0	34.0	41.5
Valid To a moderate extent	28	26.4	26.4	67.9
To a large extent	34	32.1	32.1	100.0
Total	106	100.0	100.0	

Table 10.1. To what extent is the performance of the personnel of the HR department is evaluated

Further statistical tests revealed that a negative low correlation was found between the years of operation and to what extent the HR department of the companies is being evaluated. This result is significant at the $p = 0.05$ level, which means that there is less than 5% possibility that there is no effect between the extent to which an HR department is being evaluated and the years of operation (Table 10.2). It seems possible that these results are due to the fact that older



companies have more experience in all the functions of the company and the evaluation of the HR department can be made more easily and the results can be more accurate.

		Yearsofoperation1	To what extent is the performance of the personnel of the HR department is evaluated
Yearsofoperation1	Pearson Correlation	1	-.193*
	Sig. (2-tailed)		.048
	N	106	106
To what extent is the performance of the personnel of the HR department is evaluated	Pearson Correlation	-.193*	1
	Sig. (2-tailed)	.048	
	N	106	106

*. Correlation is significant at the 0.05 level (2-tailed).

Table 10.2. Correlation test – to what extend HR departments are evaluated based on years of operation

4.4 Employee Development

Employees are willing to attend to training and development programs and support that their company must implement them more often. Also, they strongly agree that those programs can affect, positively or negatively, their professional advancement but also the company’s overall performance.



4.4.1 Implementation of training and development programs

According to employees' opinion, companies organize often training and development programs. When asked whether their company implements training programs, 52.8% of the respondents reported that their company invest on employee development by implementing training and development programs often. Following by 26.4%, who stated that their company implement training programs always (Table 11.1).

	Frequency	Percent	Valid Percent	Cumulative Percent
Never	2	1.9	1.9	1.9
Rarely	6	5.7	5.7	7.5
Sometimes	14	13.2	13.2	20.8
Valid Often	56	52.8	52.8	73.6
Always	28	26.4	26.4	100.0
Total	106	100.0	100.0	

Table 11.1. Does your organization conduct training programs?

Strong evidence of the effect that the ownership has on the implementation of training and development programs was found by the chi-square analysis. The results are significant at the $p = 0.000$ level. The results, as shown in Figure 4, indicate that there is statistically significant difference. Ownership can affect the implementation of development programs. As shown on the Table 11.2, most of the enterprises do implement training and development programs, though some of the Independent and National chain companies do not invest time or money to those programs. This rather contradictory result may be due to the fact that training can take a lot of time and can be really expensive. Therefore, some of those companies cannot afford it maybe, especially if they have recently started operating.

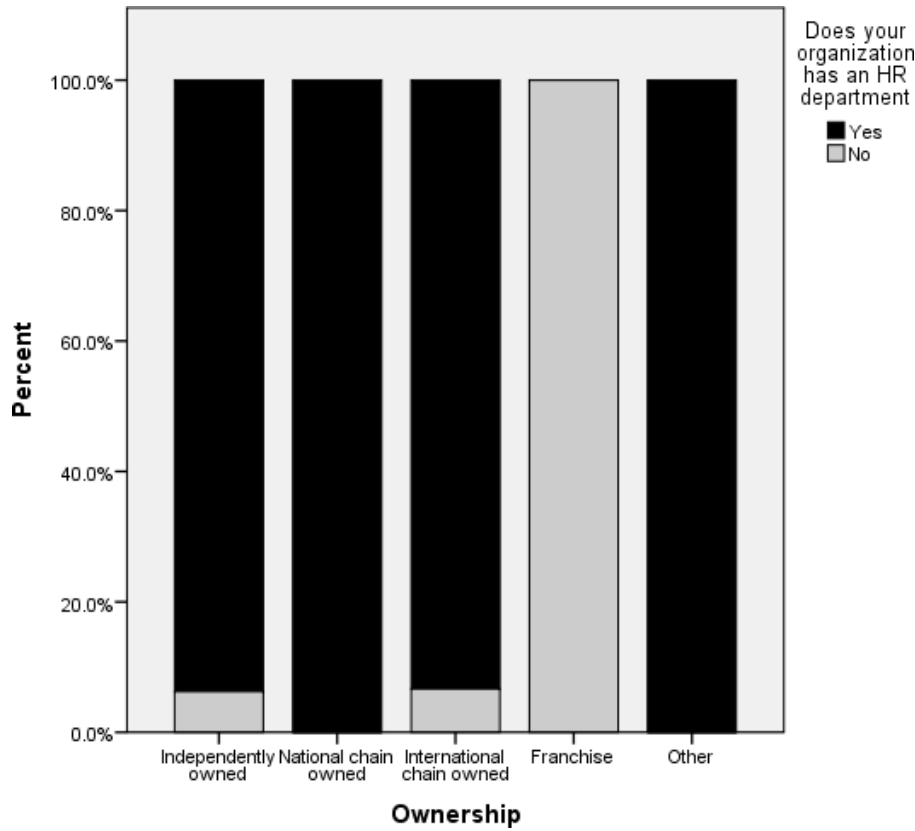


Figure 4. Chi-square if organizations have an HR department based on Ownership

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.504 ^a	4	.000
Likelihood Ratio	12.103	4	.017
Linear-by-Linear Association	.492	1	.483
N of Valid Cases	106		

a. 7 cells (70.0%) have expected count less than 5. The minimum expected count is .15.

Table 11.2. Chi-square if organizations have an HR department based on Ownership



4.4.2 Employee involvement in training and development programs

Employees are interested in professional growth and are willing to attend to those programs. Over half of those surveyed (62.3%) reported that attends often the company’s training programs and the majority (86.8%) of participants agreed with the statement that their company should always implement this kind of programs for personal but also professional development (Table 12.1). As can be observed in the Table 12.2 below, a minority of participants (2%) indicated that doesn’t attend training programs and believe that the company shouldn’t invest on these programs. This can be easily explained by the fact that employees, especially in the today’s market, are looking for job that will give them the opportunity for personal and professional growth, and this can be achieved more efficiently through the training and development programs.

		Your organization should implement training programs									
		Never		Rarely		Sometimes		Often		Always	
		Count	Table N %	Count	Table N %	Count	Table N %	Count	Table N %	Count	Table N %
Do you attend your organization's training programs	Never	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Rarely	2	1.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Sometimes	0	0.0%	0	0.0%	12	11.3%	14	13.2%	12	11.3%
	Often	0	0.0%	0	0.0%	0	0.0%	12	11.3%	18	17.0%
	Always	0	0.0%	0	0.0%	0	0.0%	10	9.4%	26	24.5%
	Total	2	1.9%	0	0.0%	12	11.3%	36	34.0%	56	52.8%

Table 12.2. If companies implement training programs and if employees attend to

4.4.3 How training and development programs affect the company and the employee

Training and development programs can affect both the employee and the company. Employees were asked how training and development programs can affect them, in term of job satisfaction, job performance, motivation, abilities/skills, effort and loyalty. Employees believe



that this kind of programs affect in a large degree all the above but not in such a degree the effort and loyalty of the employee (Table 13.1).



Moreover, they were asked regarding the effect that those programs have on the company, in terms of service quality, level of productivity, profitability, rate of innovation, market share and environmental matters. Same as the employee effect, a high proportion of the sample (70-95%), believes that training and development programs can affect all the above in the company but not that much the market share (Table 13.2).

In conclusion, employee development programs can affect the employee's performance and the company's profitability and growth.

4.5 Chi-square analysis

On a first analysis, we compare the data based on the years of operation of the company and the level of implementation of training programs, Table 14 shows that opinions do differ regarding the of implementation of training and employee development programs.

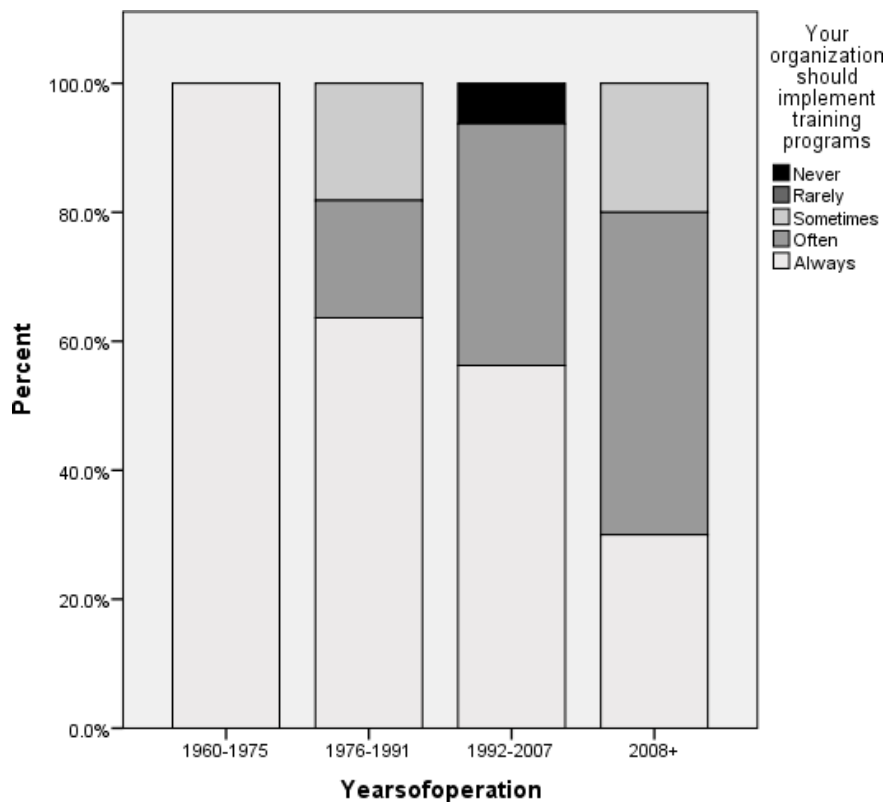


Figure 5. Employees' opinion for the implementation of training programs based on years of operation



The Figure 5 above, illustrates that companies that are operating for more than 30 years are willing to invest in employee development by conducting training programs often. We compare the data based on the ownership of the organization and the level of implementation of training programs, the Figure 6 shows that opinions do differ regarding of the level of implementation of training and employee development programs. The Table 15 illustrates that companies that are international owned (26.4%) or independently owned (43.4%) companies are willing to invest in employee development programs.

		Does your organization conduct training programs					Total
		Never	Rarely	Sometimes	Often	Always	
Ownership	Count	2	4	12	32	14	64
	Independently owned						
	% within Does your organization conduct training programs	100.0%	66.7%	85.7%	57.1%	50.0%	60.4%
	Count	0	2	0	0	0	2
	National chain owned						
	% within Does your organization	0.0%	33.3%	0.0%	0.0%	0.0%	1.9%
	Count	0	0	2	18	10	30
	International chain owned						
	% within Does your organization	0.0%	0.0%	14.3%	32.1%	35.7%	28.3%
	Count	0	0	0	2	0	2
Franchise							
% within Does your organization	0.0%	0.0%	0.0%	3.6%	0.0%	1.9%	
Count	0	0	0	4	4	8	
Other							
% within Does your organization	0.0%	0.0%	0.0%	7.1%	14.3%	7.5%	
Count	2	6	14	56	28	106	
Total							
% within Does your organization	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Table 15. Ownership * Does your organization conduct training programs Crosstabulation



Same results were presented for the other type of enterprises, but the sample was small in order to say for sure that a huge proportion of these are investing in employee development and career management practices.

On a second analysis, for the estimation of employee motivation and willingness for professional development, chi-square analysis was used. The results of Chi-square analysis are presented in Table 16.1 below.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.760 ^a	9	.002
Likelihood Ratio	30.281	9	.000
Linear-by-Linear Association	9.100	1	.003
N of Valid Cases	106		

a. 10 cells (62.5%) have expected count less than 5. The minimum expected count is .15.

Table 16.1. Chi-square test - Employees' opinion for the implementation of training programs based on years in position

As we can see from the table, opinions differ based on how many years an employee works in a company. As time passes by, employee have the need for more training. Although a small proportion (1.9%) of the sample seem to be less interested in taking the opportunity of participating to training and development programs and do not think that their company should always implement those kinds of programs (Figure 7).

Based on the age groups, almost three quarters of the sample (86.8%, N=92) agreed that their company should implement training and development programs (Table 16.2).



	Your organization should implement training programs				Total
	Never	Sometimes	Often	Always	
0-11 months	0	0	8	2	10
1-5 years	2	10	26	30	68
6-10 years	0	2	2	16	20
11+ years	0	0	0	8	8
Total	2	12	36	56	106

Table 16.2. Years in position * Your organization should implement training programs

Crosstabulation



4.6 Correlation Analysis

The results of the correlational analysis are presented below. This analysis shows if there is a relationship and how strong is it between the years of operation, the ownership of a company and the implementation of HR practices.

It can be seen from the data in Table 17.1 and Table 17.2 that there is a relationship of moderate of positive statistical significance based on the ownership of the company and job analysis & job design and recruitment practices. This shows that mostly the Independent owned chain enterprises use more the job analysis & job design and recruitment HR practices. On Table 17.3 and Table 17.4 it shows a relationship of low of positive statistical significance based on the ownership and human resource planning and selection HR practices. Based on those results, it is shown that mostly the Independent owned companies use and implement human resources planning and selection practices. All the above results are at the $p = 0.01$ level which means that there is high possibility of offering the above practices by the Independent owned companies.

As can be seen from the tables in Appendix 2 (Tables 18.1-18.4) there is a significant positive correlation. There is a relationship of low of positive statistical significance between the years of operation and the use of most of HR practices. The results are significant at the $p = 0.05$ level, regarding the training and development, performance management, reward management and employee & labour relations. That means that the higher the years of operation of the enterprise the more of the above practices are offered. Regarding the job analysis & job design practice the results is significant at the $p=0.01$ level. That means that there is a stronger



relationship and the possibility of using job analysis & job design practice is much higher for companies which are operating for years now.

In addition, further correlation analysis showed that the higher the years of operation the greater the possibility to offer career management programs. As shown in Table 18.5 and Table 18.6 there is a moderate negative statistical significance between the years of operation and on-the-job training and succession plans. Moreover, there was a significant low negative correlation between the years of operation and the participation in project teamwork, formal career plans the implementation of projects to stimulate learning (Table 18.7-18.10). There is a stronger relationship between the years of operation and three of the above practices (on-the-job, formal career plans, succession plans) since the results are significant at the $p = 0.01$ level. Long-established companies are possible to have a significant financial growth and experience in those kind of practices, therefore are the ones that are willing to invest and implement them.



5. Discussion

This study designed with the aim of assessing the existence and importance of HRD in Cypriot Enterprises. The aim, is to examine the level of implementation and how it affects the growth of the organization.

Previous studies have noted the importance of human resource development in Cyprus, support that more than 50% of the Cypriot enterprises have an HR department that invest on employee development (Stavrou-Costea, 2002). Based on this study, HR in Cyprus is implemented to a moderate extent. Mostly, small to medium-sized enterprises do not have an HR department. Large enterprises though have an HR department, which operates, and implements HR practices largely.

Several reports have shown that HR professionals should be able to motivate their people by focusing on long-term employee development plan and be flexible to adopt changes, and taking risks (Boselie and Paauwe, 2005). Respecting this, the question raised was, does the HR department in their company been evaluated? Based on the sample, 50% of the enterprises' HR departments been evaluated. The evaluation of the HR department can have a vital role in the growth and efficiency of the department since it can give more input for the improvement of its employees.

Reviewing the literature, the key to success in terms of human resources management should implement new advanced practices such as training and development programs and other motivational programs (Dumitrana, 2009). Based to this, a large portion of Cypriot enterprises implements HR practices even if they do not have an HR department. Centered on the employees' feedback, what motivates them is to have professional growth in the company and



believe that those kind programs can help to their development. Prior studies that have noted the importance of employee development programs, mentioned that employees that had the opportunity to be part of those programs are able to gain experience and share it with others and thus building their moral. Therefore, a possible explanation of the results mentioned above regarding the training and development programs can be that such programs promote teamwork, communication, human relations, customer service, diversity and many more. In additions, it gives the opportunity to the employees in the current marketplace to gain a wide variety of values and morals to the today's diverse workplace. Employee development programs can be an initiative for employees that will lead to commitment thus will decrease the possibility of replacing current employees with new ones or decrease poor individual performance. Subsequently, as mentioned in the literature review this will also enhance the company's overall performance.

In addition, employees stated that the performance of the company also affected if they are participating in such programs. Employee development programs are an important motivator for an employee and can be a motivator for both the employee and the employer. Large enterprises operating for years now in Cyprus invest a lot of money to implement and coordinate such programs since new hired employees of a company tend to seek more training and personal development programs. These programs can increase loyalty and adaptability of the employee in the company, this means increased confidence which leads to greater effort and efficiency. Therefore, company's overall performance is increasing by achieving goals and objectives.

Previous studies evaluating the advantages of HR practices, observed that those can affect the employees' skills, motivation and professional growth (Becker and Huselid, 1998; Delery and



Shaw, 2001; Guest, 1997). These findings broadly support the work of other studies in this area linking HR practices with career development. Based on the analysis of this research Cypriot enterprises implement HR practices even if they do not have officially an HR department. The most used HR practices in Cyprus are training and development, Recruitment and Selection. Finally, this study contributes to our understanding of the importance of HRM and HRD for the company as a whole. Cypriot enterprises must implement those kinds of practices and promote HRM in the company if they want to expand, grow, and gain a sustainable competitive advantage domestically and globally.

6. Conclusion

6.1 Introduction

The competitiveness of a company depends mainly on the ability to turn problems into opportunities. To deploy this policy, we must educate the staff, encourage, lead, promote internal communication, implement techniques for analyzing problems, identifying causes and possible solutions and implementing them in the most efficient. This can be achieved by conducting researches/strategies and promote teamwork. Teamwork can create a favor work environment with creativity. It is always better to have multiple point of views on a project, different ideas can be more innovating. Furthermore, we can train the HR directors to understand the whole business and deliver approaches on attraction and retention to meet business needs.

Referring to the research analysis, we have analyzed the implementation of HR practices with emphasis to the training and development programs. The years of operation of an enterprise in Cyprus and generally to other European or Non-European countries, might be due to the



training culture. For example, companies that are operating for years now are successful because they want and implement training and development programs.

Reviewing the literature, the key to success in human resource management is to apply new advanced practices such as training, development and other incentive programs (Dumitrana, 2009). Based on this, a large number of companies implement human resources practices even if they do not have a Human Resources department. Focusing on employee feedback, what motivates them is to have professional development in the company and to believe that such programs can help them grow. In addition, according to the sample, employees claim that their HR practices have a greater impact on the development of skills, abilities and knowledge. Perhaps because of the training practices that are used most in this period, the employees are more familiar with the specific practices that have been tested, so they may have stated the specific. In addition, you notice second is the productivity and job performance of employees, something related to the skills and abilities mentioned above.

Previous studies that have highlighted the importance of employee development programs have shown that employees who have had the opportunity to participate in these programs are able to gain experience and share it with others and thus build their morale. Therefore, one possible explanation for the results mentioned above regarding development programs may be that such programs can also promote teamwork, communication, human relations, diversity and more. In addition, it gives employees of the current market the opportunity to acquire a wide variety of values and ethics in today's multicultural workplace. In general, HR management practices can be an initiative for employees that will lead to commitment, thus reducing the possibility of replacing existing employees with new ones or reducing poor individual performance. Then, as mentioned in the literature review, this will also enhance the overall performance of the company.

Previous studies evaluating the benefits of HR practices have found that they can affect



employees' skills, motivation, and professional development (Becker and Huselid, 1998; Delery and Shaw, 2001; Guest, 1997). These findings broadly support the work of other studies in this field that link Human Resource Management practices with career development. According to the research, the employees seem to agree that the development of innovation can be achieved through the practices of Human Resource Management. As mentioned above, innovation can be an important factor for the success of a business, helping the company to survive the current competition in the specific business sector in which it operates (Satpathy, Agrawal and Mohapatra, 2015). From the employees' point of view, these practices can lead employees to develop new innovative ideas in order to increase efficiency and achieve the goals of the organization (Kleysen & Street, 2001; Yuan & Woodman, 2010).

6.2 Limitations and areas of further research

This study has a number of limitations in validity and reliability which future research could aim to remedy. The sample that was gathered was small and only focus groups or other interviews were conducted in order to have a face to face conversation with the managers or other employees of the companies. This would have helped to have input of what are the perceptions and opinions of the employees which will develop a better understanding of the culture of the companies in Cyprus.

Based on the results it would be interesting to see whether training culture influences the success and longevity of a company directly. Older companies show better training culture according to this research but is training culture the reason which drives a company to last for a long time? Future studies can be focused on the training and development programs and generally how the training culture can influence the success of a company in Cyprus or other countries.

Employees also play a significant role so that a company can be effective. Here, the key to an



HR department is developing effective HR systems and helping implement business plans and talent management. The emphasis here is basically placed on knowing the business and exercising influence. That is, the HRM department needs to get in with the other departments and be active in problem solving, the designing of effective systems to ensure that the needed competencies are in place for each and every one of the employees. Finally, an effective HR department must look ahead. With knowledge of the whole business, it can use that to contribute to the growth and strategic direction of the entire company (Adam Burroughs, 2012). The big bet is to shift to a growth mindset and don't imitate but innovate.



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APPENDIX 1



Appendix 1.1 Cover letter

Giorgos Hadjikallis
Open University Cyprus
Email: giorgos.hadjikallis@gmail.com

April 2021

Dear Sir/Madam,

My name is Giorgos Hadjikallis and I am undertaking this research as part of my master's degree at Open University Cyprus, School of Economics and Management, Cyprus. This study aims to survey the level of implementation of Personnel/Human Resource (HR) policies and practices in the organization or part of the organization (Division, Business Unit) such as career development, training and talent management and the level of implementation of those practices to help companies to have a clear understanding of the human resource management and other practices and develop new and more challenging practices when it comes to employee management.

To accomplish this, we kindly ask for your participation in this survey. The information that you are asked to provide is **anonymous** and **confidential**. The attached questionnaire should take approximately 10 minutes to complete.

If you face any difficulty or have any questions, please do not hesitate to contact me at giorgos.hadjikallis@gmail.com, or at 99553150.

We shall be pleased to share the **findings** of this research once it is completed. To that extent if you would like to receive a **copy** of our findings, please provide us with an e-mail address at the end of the questionnaire.

Thanks in advance for your participation in this study and I look forward to your prompt reply within two weeks from the receipt of this letter.

Yours faithfully,

Giorgos
Hadjikallis



Appendix 1.2 Final questionnaire of this study

**SURVEY: THE LEVEL OF IMPLEMENTATION OF HUMAN
RESOURCE DEVELOPMENT IN CYPRIOT
ENTERPRISES**

PART I – Personal Information

Q1. Please provide the following information about your profile:			
Gender (tick ✓ the appropriate box) Male <input type="checkbox"/> Female <input type="checkbox"/>		Nationality: Cypriot: <input type="checkbox"/> Foreigner: <input type="checkbox"/>	
Age: _____	Years in current position: _____ If less than a year , specify months (1 to 12): _____	Educational level (tick ✓ the appropriate box) Bachelor Degree: <input type="checkbox"/> Masters Degree: <input type="checkbox"/> Other (Please specify): _____	
Nature of Job (tick ✓ the appropriate box) Full-time <input type="checkbox"/> Part-time <input type="checkbox"/>	Department currently employed in: _____	Industry (Education, Hotel etc): _____	

PART II – Organizational Details

Q2. Please provide the following information about the organization's profile:

Year your organization started operating: _____

Ownership of your organization (tick ✓ the appropriate box):	Independently owned <input type="checkbox"/>	National chain owned <input type="checkbox"/>	International chain owned <input type="checkbox"/>	Franchise <input type="checkbox"/>	Other (please specify) _____
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Q3. Does your organization have a written (tick ✓ the appropriate box):

A. Mission Statement	A. Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know <input type="checkbox"/>
B. Business/service strategy	B. Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know <input type="checkbox"/>
C. Personnel/HRM strategy	C. Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know <input type="checkbox"/>
D. HR recruitment strategy	D. Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know <input type="checkbox"/>
E. HR training & development strategy	E. Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know <input type="checkbox"/>
F. Corporate Social Responsibility (CSR)* statement	F. Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know <input type="checkbox"/>
G. Diversity statement	G. Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know <input type="checkbox"/>

**CSR refers to the practice of operating a business in a manner that goes beyond what is normally required by law to meet broader ethical and public expectations.*

Q4 Number of employees (full-time equivalent)



PART III – Training and Employee Development

Q5. Does your organization conduct training programs? (tick \surd the appropriate box)	Never <input type="checkbox"/>	Rarely <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input type="checkbox"/>	Always <input type="checkbox"/>
Q6. Do you attend your organization's training programs? (tick \surd the appropriate box)	Never <input type="checkbox"/>	Rarely <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input type="checkbox"/>	Always <input type="checkbox"/>
Q7. Your organization should implement training programs. (tick \surd the appropriate box)	Never <input type="checkbox"/>	Rarely <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input type="checkbox"/>	Always <input type="checkbox"/>

Q8. Please state your opinion whether **training and development programs** can **affect the performance of your organization** in relation to the following (tick \surd the appropriate box):

Service quality	Strongly Disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neither agree nor Disagree <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
Level of productivity	Strongly Disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neither agree nor Disagree <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
Profitability	Strongly Disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neither agree nor Disagree <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
Rate of innovation	Strongly Disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neither agree nor Disagree <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
Market share	Strongly Disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neither agree nor Disagree <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
Environmental matters	Strongly Disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neither agree nor Disagree <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>

Q9. Please state your opinion whether **training and development programs** can **affect you** in relation to the following (tick \surd the appropriate box):

Job Satisfaction	Strongly Disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neither agree nor Disagree <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
Job Performance	Strongly Disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neither agree nor Disagree <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
Motivation	Strongly Disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neither agree nor Disagree <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
Abilities/Skills	Strongly Disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neither agree nor Disagree <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>



Effort	Strongly Disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neither agree nor Disagree <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
Loyalty	Strongly Disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neither agree nor Disagree <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>



Q10. To what extent does your organization use the following **methods** for **career management** (tick ✓ the appropriate box):

On-the-job training	Not at all <input type="checkbox"/>	To a small extent <input type="checkbox"/>	To some extent <input type="checkbox"/>	To a moderate extent <input type="checkbox"/>	To a large extent <input type="checkbox"/>
Participation in project teamwork	Not at all <input type="checkbox"/>	To a small extent <input type="checkbox"/>	To some extent <input type="checkbox"/>	To a moderate extent <input type="checkbox"/>	To a large extent <input type="checkbox"/>
Formal career plans	Not at all <input type="checkbox"/>	To a small extent <input type="checkbox"/>	To some extent <input type="checkbox"/>	To a moderate extent <input type="checkbox"/>	To a large extent <input type="checkbox"/>
Succession plans	Not at all <input type="checkbox"/>	To a small extent <input type="checkbox"/>	To some extent <input type="checkbox"/>	To a moderate extent <input type="checkbox"/>	To a large extent <input type="checkbox"/>
Job rotation	Not at all <input type="checkbox"/>	To a small extent <input type="checkbox"/>	To some extent <input type="checkbox"/>	To a moderate extent <input type="checkbox"/>	To a large extent <input type="checkbox"/>
International work assign	Not at all <input type="checkbox"/>	To a small extent <input type="checkbox"/>	To some extent <input type="checkbox"/>	To a moderate extent <input type="checkbox"/>	To a large extent <input type="checkbox"/>
Coaching	Not at all <input type="checkbox"/>	To a small extent <input type="checkbox"/>	To some extent <input type="checkbox"/>	To a moderate extent <input type="checkbox"/>	To a large extent <input type="checkbox"/>
Mentoring	Not at all <input type="checkbox"/>	To a small extent <input type="checkbox"/>	To some extent <input type="checkbox"/>	To a moderate extent <input type="checkbox"/>	To a large extent <input type="checkbox"/>
Projects to stimulate learning	Not at all <input type="checkbox"/>	To a small extent <input type="checkbox"/>	To some extent <input type="checkbox"/>	To a moderate extent <input type="checkbox"/>	To a large extent <input type="checkbox"/>



PART IV – HR Department

Please provide the following information about the **HR department** of your organization:

Q11. Does the organization have a HR department (tick ✓ the appropriate box): Yes <input type="checkbox"/> No <input type="checkbox"/>	If yes, number of people employed in the HR department: In total __
--	--

Q12. For which of the following issues the HR department has primary responsibility for major policy decisions on the following issues? (tick ✓ the appropriate box)

Pay and benefits <input type="checkbox"/>	Recruitment and selection <input type="checkbox"/>	Training and development <input type="checkbox"/>	Industrial relations <input type="checkbox"/>	Workforce expansion/reduction <input type="checkbox"/>
--	---	--	--	---

Q13. Does the HR department of your organization comprise the following Human Resources Management practises? (tick ✓ the appropriate box)

A. Job Analysis & Job Design B. Human Resource Planning C. Recruitment D. Selection E. Training & Development F. Performance Management G. Reward Management H. Employee & Labour Relations	A. Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know <input type="checkbox"/> B. Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know <input type="checkbox"/> C. Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know <input type="checkbox"/> D. Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know <input type="checkbox"/> E. Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know <input type="checkbox"/> F. Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know <input type="checkbox"/> G. Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know <input type="checkbox"/> H. Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know <input type="checkbox"/>
--	--

Q14. To what extent is the performance of the personnel of the human resources department is evaluated? (tick ✓ the appropriate box)

Not at all <input type="checkbox"/>	To a small extent <input type="checkbox"/>	To some extent <input type="checkbox"/>	To a moderate extent <input type="checkbox"/>	To a large extent <input type="checkbox"/>
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APPENDIX 2

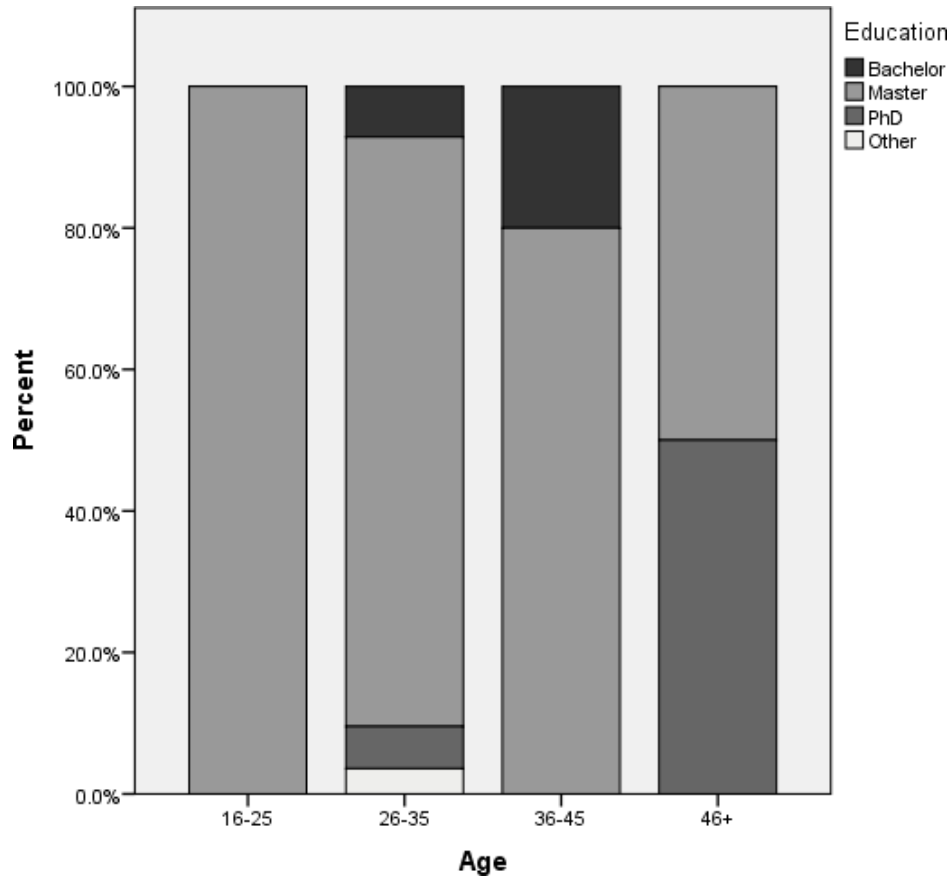


Figure 2. Sample Education based on Age

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.504 ^a	4	.000
Likelihood Ratio	12.103	4	.017
Linear-by-Linear Association	.492	1	.483
N of Valid Cases	106		

a. 7 cells (70.0%) have expected count less than 5. The minimum expected count is .15.

Table 8.2. Chi-square test results based on Ownership



	Frequency	Percent	Valid Percent	Cumulative Percent
Rarely	2	1.9	1.9	1.9
Sometimes	38	35.8	35.8	37.7
Valid Often	30	28.3	28.3	66.0
Always	36	34.0	34.0	100.0
Total	106	100.0	100.0	

Table 12.1. Do you attend your organization's training programs

		Count	Table N %
Job satisfaction	Strongly Disagree	2	1.9%
	Disagree	4	3.8%
	Neither agree nor disagree	12	11.3%
	Agree	40	37.7%
	Strongly Agree	48	45.3%
Job performance	Strongly Disagree	2	1.9%
	Disagree	2	1.9%
	Neither agree nor disagree	2	1.9%
	Agree	46	43.4%
	Strongly Agree	54	50.9%
Motivation	Strongly Disagree	2	1.9%
	Disagree	2	1.9%
	Neither agree nor disagree	10	9.4%
	Agree	40	37.7%
	Strongly Agree	52	49.1%
Abilities/skills	Strongly Disagree	2	1.9%
	Disagree	2	1.9%
	Neither agree nor disagree	0	0.0%
	Agree	44	41.5%
	Strongly Agree	58	54.7%
Effort	Strongly Disagree	2	1.9%
	Disagree	2	1.9%
	Neither agree nor disagree	20	18.9%
	Agree	44	41.5%
	Strongly Agree	38	35.8%
Loyalty	Strongly Disagree	2	1.9%
	Disagree	4	3.8%



Neither agree nor disagree	18	17.0%
Agree	38	35.8%
Strongly Agree	44	41.5%

Table 13.1. How training and development programs affect the employee

		Count	Table N %
Service quality	Strongly Disagree	4	3.8%
	Disagree	6	5.7%
	Neither agree nor disagree	2	1.9%
	Agree	46	43.4%
	Strongly Agree	48	45.3%
Level of productivity	Strongly Disagree	2	1.9%
	Disagree	8	7.5%
	Neither agree nor disagree	2	1.9%
	Agree	40	37.7%
	Strongly Agree	54	50.9%
Profitability	Strongly Disagree	4	3.8%
	Disagree	6	5.7%
	Neither agree nor disagree	8	7.5%
	Agree	38	35.8%
	Strongly Agree	50	47.2%
Rate of innovation	Strongly Disagree	4	3.8%
	Disagree	10	9.4%
	Neither agree nor disagree	18	17.0%
	Agree	44	41.5%
	Strongly Agree	30	28.3%
Market share	Strongly Disagree	4	3.8%
	Disagree	12	11.3%
	Neither agree nor disagree	26	24.5%
	Agree	28	26.4%
	Strongly Agree	36	34.0%
Environmental matters	Strongly Disagree	2	1.9%
	Disagree	14	13.2%
	Neither agree nor disagree	18	17.0%
	Agree	42	39.6%
	Strongly Agree	30	28.3%

Table 13.2. How training and development programs affect the organization



Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	68.581 ^a	9	.000
Likelihood Ratio	32.911	9	.000
Linear-by-Linear Association	1.308	1	.253
N of Valid Cases	106		

a. 12 cells (75.0%) have expected count less than 5. The minimum expected count is .08.

Table 14. Chi-square test - Employees' opinion for the implementation of training programs based on years of operation

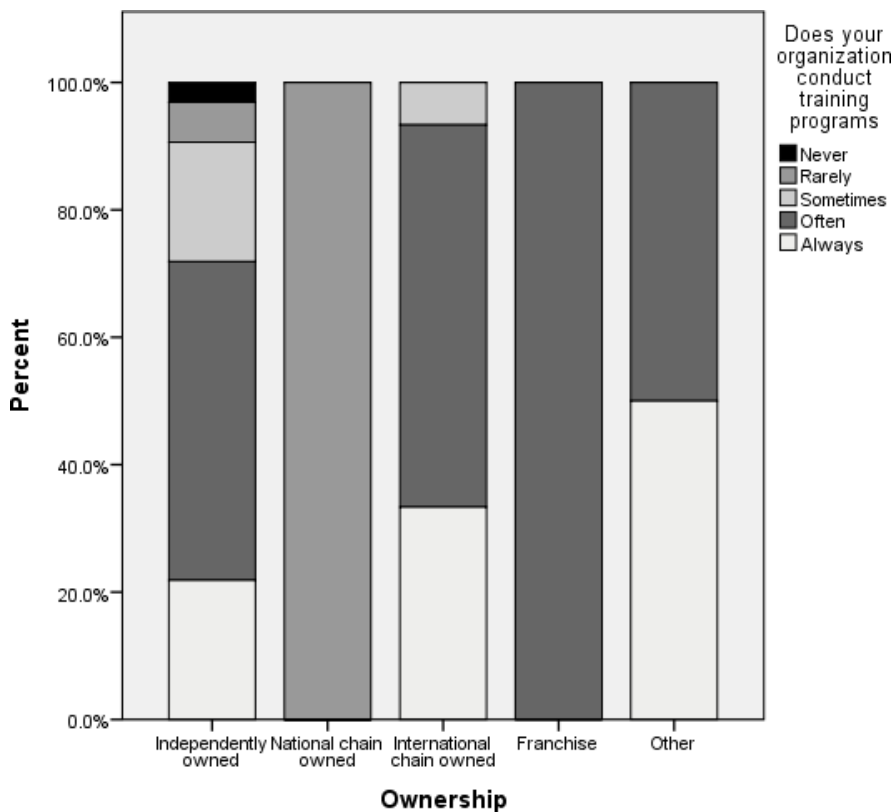


Figure 6. Chi-square test – If the organizations implement training programs based on Ownership

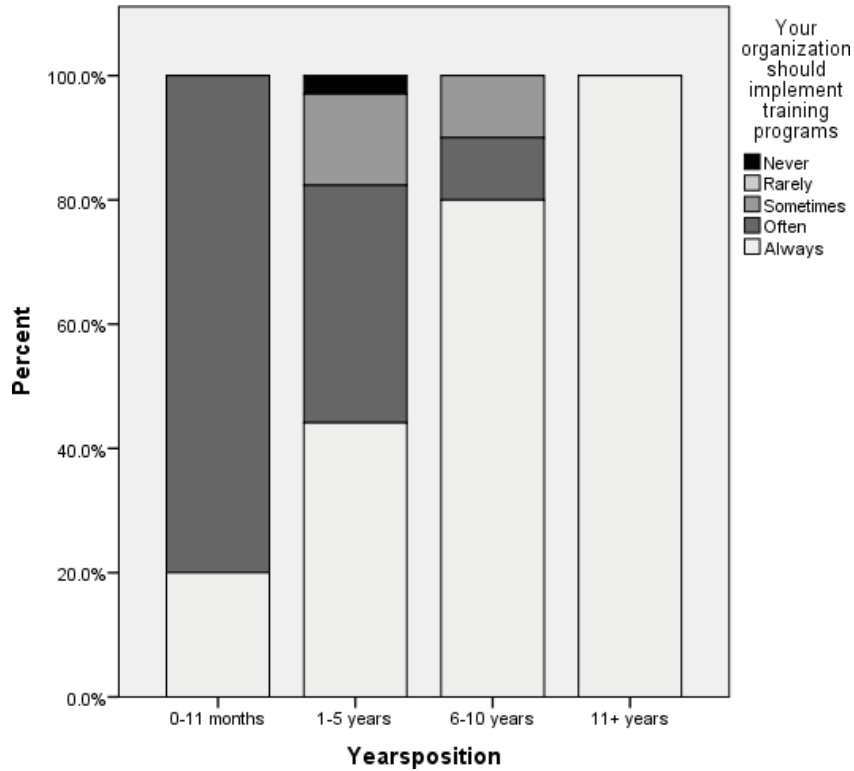


Figure 7. Chi-square test - Employees' opinion for the implementation of training programs based on years in position

Correlations

		Ownership	Job analysis & job design
Ownership	Pearson Correlation	1	.340**
	Sig. (1-tailed)		.000
	N	106	106
Job analysis & job design	Pearson Correlation	.340**	1
	Sig. (1-tailed)	.000	
	N	106	106

** . Correlation is significant at the 0.01 level (1-tailed).

Table 17.1. Correlation test Ownership – Job analysis & job design practice



Correlations

		Ownership	Recruitment
Ownership	Pearson Correlation	1	.325**
	Sig. (1-tailed)		.000
	N	106	106
Recruitment	Pearson Correlation	.325**	1
	Sig. (1-tailed)	.000	
	N	106	106

** . Correlation is significant at the 0.01 level (1-tailed).

Table 17.2. Correlation test Ownership – Recruitment practice

Correlations

		Ownership	Human resource planning
Ownership	Pearson Correlation	1	.297**
	Sig. (1-tailed)		.001
	N	106	106
Human resource planning	Pearson Correlation	.297**	1
	Sig. (1-tailed)	.001	
	N	106	106

** . Correlation is significant at the 0.01 level (1-tailed).

Table 17.3. Correlation test Ownership – Human resource planning practice



Correlations

		Ownership	Selection
Ownership	Pearson Correlation	1	.273**
	Sig. (1-tailed)		.002
	N	106	106
Selection	Pearson Correlation	.273**	1
	Sig. (1-tailed)	.002	
	N	106	106

** . Correlation is significant at the 0.01 level (1-tailed).

Table 17.4. Correlation test Ownership – Selection practice

Correlations

		Yearsofoperation	Training & development
Yearsofoperation	Pearson Correlation	1	.209*
	Sig. (1-tailed)		.016
	N	106	106
Training & development	Pearson Correlation	.209*	1
	Sig. (1-tailed)	.016	
	N	106	106

*. Correlation is significant at the 0.05 level (1-tailed).

Table 18.1 Correlation test Years of operation – Training & development practice



Correlations

		Yearsofoperation	Performance management
Yearsofoperation	Pearson Correlation	1	.214*
	Sig. (1-tailed)		.015
	N	106	104
Performance management	Pearson Correlation	.214*	1
	Sig. (1-tailed)	.015	
	N	104	104

*. Correlation is significant at the 0.05 level (1-tailed).

Table 18.2 Correlation test Years of operation – Performance manae ment practice

Correlations

		Yearsofoperation	Reward management
Yearsofoperation	Pearson Correlation	1	.170*
	Sig. (1-tailed)		.041
	N	106	106
Reward management	Pearson Correlation	.170*	1
	Sig. (1-tailed)	.041	
	N	106	106

*. Correlation is significant at the 0.05 level (1-tailed).

Table 18.3 Correlation test Years of operation – Reward management practice



Correlations

		Yearsofoperation	Employee & labour relations
Yearsofoperation	Pearson Correlation	1	.220*
	Sig. (1-tailed)		.012
	N	106	106
Employee & labour relations	Pearson Correlation	.220*	1
	Sig. (1-tailed)	.012	
	N	106	106

*. Correlation is significant at the 0.05 level (1-tailed).

Table 18.4 Correlation test Years of operation – Employee & labour relations

Correlations

		Yearsofoperation	Job analysis & job design
Yearsofoperation	Pearson Correlation	1	.227**
	Sig. (1-tailed)		.010
	N	106	106
Job analysis & job design	Pearson Correlation	.227**	1
	Sig. (1-tailed)	.010	
	N	106	106

** . Correlation is significant at the 0.01 level (1-tailed).

Table 18.5 Correlation test Years of operation – Job analysis & job design practice



Correlations

		Yearsofoperation1	On-the-job training
Yearsofoperation1	Pearson Correlation	1	-.307**
	Sig. (2-tailed)		.001
	N	106	106
On-the-job training	Pearson Correlation	-.307**	1
	Sig. (2-tailed)	.001	
	N	106	106

** . Correlation is significant at the 0.01 level (2-tailed).

Table 18.6 Correlation test Years of operation – On the job training practice

Correlations

		Yearsofoperation1	Succession plans
Yearsofoperatio n1	Pearson Correlation	1	-.335**
	Sig. (2-tailed)		.000
	N	106	106
Succession plans	Pearson Correlation	-.335**	1
	Sig. (2-tailed)	.000	
	N	106	106

** . Correlation is significant at the 0.01 level (2-tailed).

Table 18.7 Correlation test Years of operation – Succession plans practice



Correlations

		Yearsofoperation	Participation in project teamwork
		1	
Yearsofoperation1	Pearson Correlation	1	-.248*
	Sig. (2-tailed)		.010
	N	106	106
Participation in project teamwork	Pearson Correlation	-.248*	1
	Sig. (2-tailed)	.010	
	N	106	106

*. Correlation is significant at the 0.05 level (2-tailed).

Table 18.8 Correlation test Years of operation – Participation in project teamwork

Correlations

		Yearsofoperation	Formal career plans
		1	
Yearsofoperation1	Pearson Correlation	1	-.267**
	Sig. (2-tailed)		.006
	N	106	106
Formal career plans	Pearson Correlation	-.267**	1
	Sig. (2-tailed)	.006	
	N	106	106

** . Correlation is significant at the 0.01 level (2-tailed).

Table 18.9 Correlation test Years of operation – Formal career plans



Correlations

		Yearsofoperation1	Projects to stimulate learning
Yearsofoperation1	Pearson Correlation	1	-.238*
	Sig. (2-tailed)		.014
	N	106	106
Projects to stimulate learning	Pearson Correlation	-.238*	1
	Sig. (2-tailed)	.014	
	N	106	106

*. Correlation is significant at the 0.05 level (2-tailed).

Table 18.10 Correlation test Years of operation – Projects to stimulate learning

