

Human Resources Development Review according to Identity, Integration, Achievement and Adaptation Model

Sayyed Mohsen Allameh

Assistant Professor of Management, Department of Management, Faculty of Administrative Sciences And Economics, University of Isfahan, Iran

Javad Shabani Naftchali

MA student, Business Management, Department of Management, Faculty of Administrative Sciences and Economics, University of Isfahan, Iran

Javad Khazaei Pool

MA Student, Marketing Management, Department of Management, Faculty of Administrative Sciences and Economics, University of Isfahan, Iran

Sayyed Mohammad Reza Davoodi

Ph.D Student, Department of Management, Dehaghan Branch, Islamic Azad University, Isfahan, Iran

Abstract

The concept of human resource development review has included two approaches: HRD as a function and HRD as a field. This paper is reviewed human resource development from view point of I-A model (Identity, Integration, Achievement, Adaptation) on the basis of functional and field models as well as general theory. The main goal of the research is to measure dimensions of human resource development including identity, integration, achievement adaptation- among employee of Nowsahr health and treatment center. (Nowshahr city)

The research is an applied one with regard to the kind , nature of the research and is conducted using a survey– descriptive method. The sample consisted of 75 employee of Nowshahr health center that were selected randomized classified sampling and they were completed 20 questions of researcher- made questionnaire. T-student , ANOVA test, SPSS Ver 16 were used for data analysis. The research results indicate that all four dimensions of HRD (Identity, Integration, Achievement and Adaptation with environment) were necessary for all three groups(managers, doctors and employees). The results also revealed that, except for identity and integration, the importance of human resource development dimensions was different among three groups.

Key words: Human resource development, I-A model.

1. Introduction

We live in the age which complexity and disturbance are increasing in an accelerating rate and the world is changing continuously. In other words, continuous change is characteristic of the modern world. For this reason, organizations must realize the vital role of learning and development for their survival and growth in order to confront such challenges. Indeed, organization has to consider the development of ability, skills and knowledge of its employees more than any times (Nolan, 2002). So in modern world, human capital is the most important capital for the organization. Human capital is the set of skills, knowledge and general characteristics of individuals within the organization that it can indicate the today's performance capacity and future's potential (Hitt & et al, 2006). All above mentioned are caused to consider the human resource development from researchers and practitioners. Professional growth and employee development, especially management development is as a tool for increasing organizational competitive advantage in the context of human resource management (Olives' & et al, 2007). Furthermore, human resource development assists organizations to achieve social, environmental and economic goals (Garavan & McGuire, 2010). Human resource development models show that investment in HRD lead to higher individual and organizational performance, Qualified solving individual and organizational problems and organizational commitment (Arif, 2007). During past two decades, the potential role of human resource development (HRD) has been increased organizational effectiveness. (Holland & et al, 2007). Consequently, human resource development is observed as one of the important issues among practitioners and scholars (Jacobs & Washington, 2003). Indeed, increased focus on human resource development involves not only employee training but also new terms and concepts such as "employee development", "organizational learning", "and talent management" (Brewster & et al, 2007). Responsiveness to products and processes renewal challenge means that organization needs to creative and innovative learning. It is essential to focus on deployment of tools and human resource development interventions. (McGuire, 2010). Hezlett and Gipson (Hezlett & Gibson,2007) suggested that human resource development experts must propose processes for organization problems and employee training along with preventing from negative relations at workplace.

This research seeks to review human resource development according to I-A model and introduces human resource filed as applicable field.

2. Research Literature

Concept of human resource development

Human resource development is continues, permanent, multilateral growth of individual. In other words, human resource development is individual development in all aspects. Developments include working, social, personal life, cultural and spiritual issues. The target of human resource development concept is to develop skills which individuals can prepare him/her for achieving better jobs and heavier responsibility in order to keep organization well-established. (Seyed Javadin, 2005)

Nadler and Nadler (1987) express that there are three key activities for human resource development. These activities include: education, training and development. Training is involved in learning with focus on the learner's present job. Education is involved in learning with focus on the learner's future job and development is indeed, learning that is not focused on the job (Nadler, L. & Nadler, Z., 1989).

We can define human resource development as development process and motivation human skills by organizational development, performance development and employee training. In other words, human resource development is entitled the process of long-term or short-term activities for promotion of knowledge and skills, efficiency and job satisfaction in team, organizational and national levels. (McLean, G. N., & McLean, L. D., 2001). From point of view, human resource development provides the framework to help employee for development of skills and knowledge, individual and organizational abilities of employee by educational opportunities, job career development, management and performance development, coaching and organizational development that accomplish organizational goals (Xiaohui & McLean, 2007).

Human resource development goals

There are special goals for human resource development in the organization. All leaders obviously must participate in human resource development programs. The results of human resource development are: to increase efficiency, advantages, response to the market by access to organization and active workforce. The significant goals of human resource development are as below:

1. Access to organization proficiency
2. Increasing quality and efficiency
3. Promotion in growth and individual development
4. Integrating people into business

It is worthy noted that goals must be according to organization's goals and missions.

Analysis levels of human resource development

Analysis levels of human resource development are divided to individual, organizational and social levels.

Individual level commonly emphasize on human aspect of HRD. This analysis level is considered the concepts such as self-efficiency, self-esteem, motivation to learn, motivation through expectation. So, the most studies on individual levels of HRD are formed by "humanism philosophy approach". The two principle processes of this level contain: individual development and competence development and valuable abilities at working market. Organizational level of analysis emphasize on resource aspect of HRD. Fundamentally, organization will provide incentive and filed human and system performance. The goal of HRD is to acquire highest resource, improvement of efficiency and highest utilization from employee potentials in order to achieve organization's goals. Therefore, human resource development program must design developed activities and inventions that protect organization's goals. Human resource

development is obligated to perform activities that solve needs of organization and system. Furthermore, in this level, human resource development requires to consider system concepts and systematic approaches. (Armstrong, 2005)

The third level of human resource development analysis is social level. Human resource development emphasize on community development, national competition and accessibility to networking. Also human resource development in this level is focus on the educational segments and human capital development for promotion of national competition and increasing citizen life quality. Three principal processes in this respect include: the effect of human resource development on national culture, the effect of human resource development on the social and human capital in the economy and providing the learning community (Armstrong, 2005).

Human resource development models

Human resource development models are divided two groups: Human resource development as a function in human resource and human resource development as a field.

In part of human resource development as a function, three models are stated: rational models, natural models and human resource models based on the strategic reference points.

In part of human resource development as a field, two models are stated: open and close approach and I-A model.

Rational model of human resource development

Rational models are emphasized on coordinate of organizational and human resource system with organizational strategies. Rational models are based on the linear relation between business strategies with human resource strategy (Armstrong, 2005).

Natural model of human resource development

Natural models be known as Harvard framework, and believe that factors such as organization strategy, technology, culture and working market will effect on the human resource strategy (Erabi & Fayazy ,2008).

Human resource development based on the strategic reference point

Other group of models is trying to establish integration among business strategy, human resource strategy and their subdivisions too. These models are based on the strategic reference to make adapted through two approaches. (Natural and rational approaches). Strategic reference points of human resource are goals or index patterns that organization's deciders apply these choices and ways for the evaluation in order to make a strategic decision and present the priority of all system for main beneficiary's' group. They believe that human resource strategy is based on the determinate goals or reference points that system's deciders just are chosen them. (Bamberger & Meshoulam, 2005)

Open and close approaches of human resource development

Open approach is based on the integration between strategy and human resource development and is stated that for each special business strategy, there are choices and processes that are distinct and limited. Therefore, we can't find suitable method of human resource development

before sufficient recognition from strategy (Louma, 1999). Closed approach believed that without attention to business and its strategies, there is human resource activities that are occasionally useful. The goals of such activities are improving processes as integration, quality, team work that will result in better performance in competitive environment (Louma, 1999). These approaches are placed two heads of axis and affected on the role and performance of human resource development. Bilinear axis will be completed by human resource management role at business strategy (Armstrong, 2005, Erabi & Fayazy ,2008, Bamberger & Meshoulam ,2005). (fig 1). Organizations mainly consider to human resource as a tool for performing strategy in one side of axis(horizontal axis)however, in other side, it doesn't consider to human resource and it examines organization abilities as competitive propriety axis (Louma, ,1999).

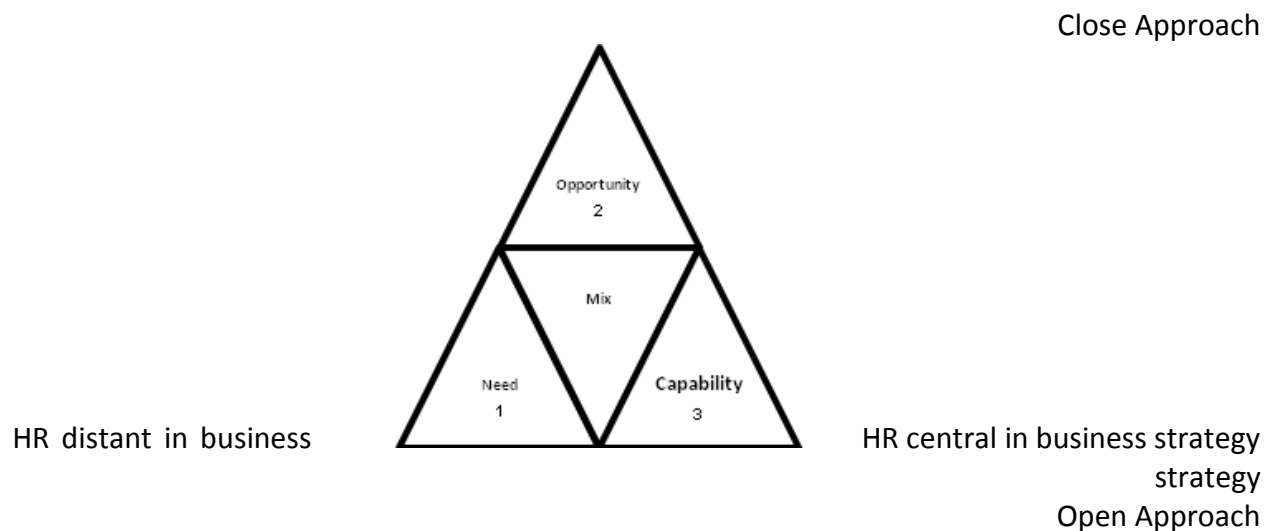


fig 1:Open and close approaches of human resource development
) Louma, ,1999(

I-A model of human resource development

I-A model is considered human resource development as field of activity in organization. This model on the basis of General Theory of Action, human resource activities are classified four categories .

I-A framework is capable for classification HRD in theoretical and practical field. On the framework, there are two dimensions to HRD :the first dimension is attention to inner and outer activity of human resource development and the second dimension attention to goal of human resource development activity that is divided as a tool or a goal.

On the basis of these classifications, identity and integration (I) are introduced as concentrated measures within system and achievement and adaption (A) are introduced as concentrated measure of outside system. These measures are divided to two subdivisions on the basis of goal: a tool for achieving final goal or final purpose.

This approach is flexible approach for introducing and knowing of human resource development. (Callahan & Dávila ,2004) The main point of the framework is that human resource measures mainly are not placed in one of the dimension but also it is seemed that measures can be more focused on one dimension.

Identity

Identity dimension is pointed actions that can help to systems to maintain common sense or common culture. These measures cause to display sub-cultures of organization such as collective history, common memory or sense of people. Human resource development experts will take measures as bellow:

- 1- socialization of new employee in the organization (25).
- 2- protect, development and represent of organizational values for employee within organization and people outside of organization.
- 3- Building museum and conduct of desirable images throughout employee and visitor's minds.
- 4- development of substituted programming processes for training new leaders in the organization(8).

Integration

Integration mainly is pointed mechanisms that are caused relations throughout the segments of the system. This dimension is included actions that each member can feel belonging sense to the system and try to keep people, processes and policies together as a segment system. Human resource development experts can take actions as bellow for the development:

- 1- guarantee of meaningful relation among different parts of organization (people and other sub-systems)
- 2- active participation in learning and functional activities
- 3- Making learning networks for achieve to learn working activities continuously.
- 4- Providing Knowledge sharing for all organization's beneficiaries.
- 5- providing of multi-training for development of people along with do assignments out of job field.
- 6- Design and accomplishment of activities and team work.
- 7- Design and development of connected directions in the organization.
- 8- Development of internet and connection networks for employee.

Achievement

Achievement is pointed actions that used resource to achieve system goals. In other words, the actions help to make a plan for achieving goals by human resource development. The following actions are some parts of human resource activities:

- 1- mental attention to education categories because effective education is essential to achieve organizational goals
- 2- design and applying educational courses and leadership skill development by training , official meeting , seminar or educational packages (leadership skill development can help for better movement of resource along with organizational goals)
- 3- planned activities such as scenario programming and strategic programming

- 4- providing and preparing behavioral , advantageous and moral standards

Adaptation

Adaptable actions can help system to attain information and resource from outside by adapt with change environment.

For development, the following actions can take by human resource development experts:

- 1- Modeling from successful leader of organization as a tool for achievement and success.
- 2- dispatch of employee for educational courses out of organization
- 3- looking for information in the organization
- 4- providing theories relative to working fields
- 5- Networking within people and groups having specialty and organizational and job common fields (Callahan & Dávila ,2004)

3. Background researches

Briefly, I-A analysis can help human resource experts to characterize own measures on the basis of inside and outside principals or goals and integrate measures according to special conditions.

In the field of human resource development, many researches have been done but most of them are not field research and them are theoretical. Field researches don't apply I-A model. some cases have been point out as follow:

The result of research has been done by Farrahi and Abedi(2009) shown that human resource development are influenced "fourfold communication development", "innate perception" influence on the "effective behavior" of professors.164 professors in social humanities science from Tehran participated in this research. Mehralizadeh & et al(2009)studied the goal achievement rate of third program of education and training human resource in one of big cities in Iran. EFQM is used in study.. Among statistical community including managers, vice presidents and employees of education and training (big cities) , at last , 120 persons selected. The results are shown that: a- the distances among available and desirable indexes of human resource development are noticeable.B- There is significant difference between empowering factor and it result and also obtained result is less than empowering factor. Another research (Sparkes & Miyake ,2000) is done as case study regarding to Japanese companies in Brazil and Mexico based on the experimental findings about the effect of human resource development on the transfer of knowledge. The research make vision of human resource development methods for transferring knowledge and describe the situation in which the training at work and out of work are assumed the best compound actions for improving knowledge transfer. other study (Zhu ,2004) is trying to globalize human resource development in Japan. It is shown that governments concern to human resource development for better performance of economy and improving development policies to have more place in global competition. The study is shown that changes of human resource development in Japan are a response to global changes and globalization. Other study (mirvis and macy,1976) is defined as an Interdisciplinary approach for accounting expense, social and economical benefits of human resource development. This approach contains three distinctive cases: expense model, effective model and model of expense – profit comparing and survey measurement methods and important points of expense analysis among human resource development in two organizations. Kelly

(1993) is shown that how professional human resources can keep their own output rather than lower part of people so it's the matter that it is caused confidence among management groups. This research defines that there is direct relation between human resource and it reimbursement to the company. At last it is suggested 5 steps towards measuring reimbursement of human resource development . these steps are defined values of human resource development for the company.

4.research model

The goal of research is to survey of human resource development activities in Nowshahr health center. According this goal, I-A model as desirable model is chosen for human resource development in the community.

According to theoretical model, human resource development has four dimensions identity, integration, achievement and conformity that it is shown in figure 2.

Goal of measures				
Focus activity		Final goal	Tools	
		inside	Integration	Identity
			Learning and functional actions are related to how the individual and group can keep the sense of integration	Learning and functional actions are related to how the individual and group can keep the culture.
		outside	Achievement	Adaptation
			Learning and functional actions are related to how the individual and group can introduce resources for achieving goals	Learning and functional actions are related to how the individual and group can cooperate with outside environment.

Fig 2. I-A model for human resource development

5.Research Methodology

The research is an applied one with regard to the kind , nature of the research and is conducted using a survey– descriptive method. For the test of experimental data, it is used I-A model of human resource development. For achieving to this goal, it is posed three questions: The sample consisted of 75 employee of Nowshar health center that were selected randomized cluster sampling and they were completed 20 questions of designed questionnaire. The researcher's questionnaires with 20 questions for 3 groups of human resource (managers, doctors and operational employee) was used to measure (4 questions about identity, 6 questions about integration, 6 questions about achievement and 4 questions about adaptation) .The Cronbach alpha for the questionnaire was .91 that is calculated by SPSS software(reliability). Also discriminate validity of questionnaire is confirmed by some professor of university of Isfahan. For data analysis, it is used SPASS software. Statistical methods contain

descriptive statistical methods and inferential statistic (containing one sample t test, one-way ANOVA).

6. Research questions

Fist question

What extent are importance human resource development dimension for groups (managers, doctors and operational employee) of employee?

Second question:

Are there any differences on the importance of quadruplet dimension of human resource development among any group of employees?

Third question

Are there any differences on the importance of quadruplet dimension of human resource development among three groups of employee separately?

7. Result and Data analysis

Minor questions of Fist question

- 1- What extent are importance and necessary human resource development dimension for managers?
- 2- What extent are importance and necessary human resource development dimension for doctors?
- 3- What extent are importance and necessary human resource development dimension for operational employee?

For answer to these questions it is used t-test with cut-point 3 .

The main hypothesis

H0 : average level is equal to 3 .

H1 : average level is not equal to 3 .

Table1: one-sample t test result for managers

Group	Dimension	$\mu_1 - \mu_2$		Sig	Result
Managers	identity	0.72	-0.47	0.65	accepted H ₀
	integration	1	-0.002	0.051	accepted H ₀
	achievement	1.1	0.56	0.00	rejected H ₀
	adaptation	0.84	0.5	0.00	rejected H ₀

According to obtained results in table 1 for managers groups, H0 is accepted two dimensions of integration and identity (Significant level for two dimensions is larger than 0.5) that is ,

average of two dimensions is mostly equal to 3 and for two dimensions of achievement and integration, H0 is rejected (Significant level for two dimensions is smaller than 0.5) that is , average of two dimensions of human resource development among manager groups is important for all dimensions of development but achievement and conformity are more important than two other dimensions too. (averages are larger than 3)

table 2: one-sample t test result for doctors

Group	Dimension	$\mu_1 - \mu_2$		Sig	Result
Doctor	identity	0.49	-0.29	0.59	accepted H ₀
	integration	0.34	-0.23	0.68	accepted H ₀
	achievement	0.47	-0.05	0.1	accepted H ₀
	adaptation	0.84	-0.004	0.52	accepted H ₀

According to result shown in table 2 for doctor group, H0 is accepted four dimensions – identity, integration, achievement and conformity- i.e. average of four dimensions is almost equal to 3 (Significant level for four dimensions is larger than 0.5)

It is important attention to all dimensions of human resource development among doctors group and almost all dimensions are placed on the same level of priority. According to obtained results in table 3 for employee group, H0 is rejected for all dimensions – identity, integration, achievement and adaptation i.e. average of four dimensions are larger than 3 . (Significant level for four dimensions is smaller than 0.5)

It is important to concern all dimensions of human resource development within employee group.

Table 3: one-sample t test result for employee.

Group	Dimension	$\mu_1 - \mu_2$		Sig	Result
Employee	identity	0.45	0.06	0.011	rejected H ₀
	integration	0.52	0.15	0.001	rejected H ₀
	achievement	0.49	0.17	0.00	rejected H ₀
	adaptation	0.29	0.01	0.03	rejected H ₀

Minor questions of Second question

- 1-Are there differences in the importance of human resource development dimension within managers?
- 2-Are there differences in the importance of human resource development dimension within doctors?
- 3-Are there differences in the importance of human resource development dimension within operational employee?

For answer to second question research and minor questions related to it, it is used one-way ANOVA test.

Main hypothesis

H₀ : There is not meaningful difference among importance of quadruplet dimensions of human resource development .

H₁: at least, there is meaningful difference among within a pair of average of quadruplet dimensions of human resource development.

Table 4:the test result of similarity in importance of each dimension of human resource development in any groups

Group	Sig	Result
Managers	0.024	rejected H0
Doctors	0.441	accepted H0
Employee	0.379	accepted H0

According to test result of table 4 for managers, H₀ is rejected. (Significant level is smaller than 0.5) that is, there are differences among four dimension of human resource development within managers. (at least there are differences among an average of a pair of four dimension of human resource) According to Tukey test result (comparing two and two dimensions), importance of dimensions (identity and integration), (identity and achievement), (identity and conformity),(integration and conformity) are placed in the same level. We can divide them two groups that are placed on the same level .First group include identity, integration and adaptation and second group include integration, achievement and adaptation dimensions (average of second group is larger than first group). Generally, the reject reason of H₀ is referred to no similarity between identity and achievement average or importance (achievement and identity have respectively the largest and smallest average.) for doctor groups, H₀ is accepted.(Significant level is larger than 0.5) Namely, there are not Significant differences on the importance of four dimensions of human resource development within doctor groups. According to Tukey test result, all dimensions are important according to two and two model. Integration and adaptation respectively are largest and smallest average. If doctors' conception and opinion change about integration and adaptation, H₀ will reject.

H₀ is accepted within employee group (Significant level is larger than 0.5). namely, it is not Significant difference on the importance of four dimensions of human resource and there is the same level of importance . According to Tukey test result, all dimensions according to two and

two methods have a same level. In this group, integration and adaptation respectively are the largest and smallest average .If employee's conception and opinion change about integration and adaptation , H0 will reject.

Minor questions of Third question

- 1-Are there differences in identity dimension within managers, doctors and employees?
- 2-Are there differences in integration and processes within managers, doctors and employees?
- 3-Are there differences in achievement dimension within managers, doctors and employees?
- 4-Are there differences in adaptation within managers, doctors and employees?

For the answer to this question of the research and minor questions related to it, (surveying the similarity of importance human resource development among three groups of employee), it is used it is used one-way ANOVA test..

Main hypothesis

H₀: there are not Significant differences among the average of survey dimension within three groups of managers, doctors and employees.

H₁: at least, there is Significant difference among within a pair of average of survey dimension within three groups of managers, doctors and employees.

Table5- test result of similarity the importance rate among each dimension of human resource development

Dimension	Sig	Result
identity	0.696	accepted H0
integration	0.193	accepted H0
achievement	0.009	rejected H0
adaptation	0.012	rejected H0

H₀ is accepted according to result shown in table 5 for identity dimension (Significant level is larger than 0.5). it means that there are not Significant differences in identity dimension within three groups of managers, doctors and employees and there is the same importance rate. Tukey results test are shown that the importance rate of identify dimension within three groups of employees (that they are compared two and two,) it is placed on the same importance. In this case, employees and doctors are respectively the largest and smallest averages. For integration dimension, H₀ is accepted. (Significant level is larger than > 0.5) namely, they are not Significant differences within mangers, doctors and employees groups from side of the importance rate of integration dimension and there is the same importance rate. Tukey test result is shown that the importance level rate of integration dimension is placed on the same importance. In this case, mangers and doctors are respectively the largest and smallest average.

For Achievement dimension H₀ is rejected (Significant level is smaller than 0.5). That is, the importance rate of achievement dimension is difference within three groups of managers, doctors and employee. (at least, one pair of average of achievement dimension has Significant difference within three groups of managers, doctors and employee). According to Tukey test result, twofold groups (doctors and employee), (manager and employee), (managers and doctors) have same importance in achievement dimension. Generally, reject reason of H₀ is referred to no similarity the average (importance range) of achievement dimension among groups (managers and doctors), (managers and employees) so that importance rate of achievement dimension within doctors and employees is the same and smaller than managers group. For adaptation dimension, H₀ is rejected (Significant level is smaller than 0.5) i.e. there are differences importance rate of adaptation dimension among three groups – doctors, managers and employees (at least, there is difference in a pair of average of adaptation dimension within three groups managers, doctors and employees). The Tukey test result shown, twofold groups of (doctors and employees), (doctors and managers), (managers and employees) have same importance rate for adaptation dimension by method. Generally, the reject reason of H₀ is referred to no similarity the average of adaptation dimension among groups (managers and employees) so that importance rate of achievement dimension in managers more than doctors but importance rate of adaptation dimension employee is smaller than managers and doctors group.

8. Conclusion

Today human resource is as important factors of organizational changing thus continuum human resource development and improvement for organization is necessary. So recognition of human resource development dimension and present of logical solution for its empowering and development are the most important manager's responsibilities. And to accomplish these responsibility managers must be sort different strategies of development. The result of research is shown that for changing the managers viewpoint about human resource development, we must specify role of human resource development for achieving organizational goals, and involve among activities and goal of human resource development and organizational goals; In other hand, motivation, tendency and interest of employees rather than development and empowerment continuously, it's the most important condition for human resource development. By motivation and trust, employees can undertake responsibilities with continuous development process under support of managers. For development of the motivation, we must consider to develop dimensions like as Identity, Integration, Achievement, Adaptation, and presenting suitable image of values and moral principles.

The research results in reply to the first main question shows that for all three groups – managers, doctors and employees- it is necessary to concern all four survey dimensions. (regarding to averages are equal and larger than 3). The results of second main question are shown that the importance rate of human resource development dimension is the same within two groups of managers and doctors but the importance rate of human resource development dimension is not same among manager group. For managers, the importance rate of achievement dimension is more than others. Also, the answer results to third main question are shown that the importance rate of integration and identify dimensions are the same among

three groups, but the importance rate of achievement and adaptation within manager group are more than doctors and employee.

According to above results, it suggests that organization for achieving to human resource development and growing of employees, it's necessary to take actions as bellow:

- 1- Developing socialization, introduce organizational values and behaviors for new employees.
- 2- Presenting suitable image within employee by cultural activities.
- 3- Design and performing substitutable programming process
- 4- Design and making learning networks and knowledge sharing throughout organization
- 5- Providing necessary training for carrying out different duties in the organization and design of mechanism for transferring education and putting education at workplace.
- 6- Improving networks and informal communicable.
- 7- Development of standards and social values within organization and progresses in social responsibilities.
- 8- Expression vision , mission and organizational goals within employee.
- 9- Performing scenario and strategic programming on the human resource development goals.
- 10- Growth and propagation of training to similar organization and accessibility to environmental condition within organization.

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