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Human resource management in the telecommunications sector of Laos

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Abstract

This paper presents quantitative outcomes regarding human resource management (HRM) in telecom companies in Laos. A total of 73 valid responses from managers and 396 from employees were obtained as part of a self-completing personally distributed survey, using questionnaires. Analysis of the results showed that the management team seemed not to have a great deal of impact in terms of strengthening the companies' human capital development (HCD). Employees felt that the more the HRM practices were put into practice, the more that employees' performance improvement, perceptual development and satisfaction were improved. Factor analysis grouped HRM practices into three categories: (1) compensation management and information exchange, (2) training and development (T&D) management and (3) needs assessment. It is apparent that HRM in the telecom industry of Laos is not yet properly executed and executives involved in it had low attention in managing and developing their human resource. There was unclear understanding of how to execute HRM effectively, as a result, the variables of the compensation management and information exchange had been fallen into the same aspect. With such findings, the recommendations have been proposed to the telecom companies of Laos to firstly gain higher awareness from the top management, to have precise HRM policies and adequate supports, and to include the HRM, HRD and T&D in either formal or informal curricular of the education system in Laos.

Keywords: human resource development, Laos, telecoms

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1. Introduction

The telecommunications business is not only a capital-intensive industry, in which accesses to capital is a key factor to ensuring the development and expansion of a robust network but, also, one in which management skills, competencies and the capabilities of qualified people are solid drivers in accelerating the expansion and sustainability of the businesses (Guislain & Qiang, 2006). In Laos, the government started opening its door for investment in the telecommunications services by introducing joint venture (JV) provisions in 1994. There are now five telecom operators in Laos with more than 2,000 employees as a whole (World Bank, 2007). There are two State-Owned Enterprises (SOEs), two JVs and one private company: the Lao Telecommunication Company (LTC), Enterprise of Telecommunications Lao (ETL), Lao-Asia Telecom State Enterprise (LAT), Millicom Lao Company Limited (MLL) and Sky Telecom Company Limited. LTC was the key player in the mobile phone market and had achieved a market share of 68%, followed by ETL on 19%, Millicom with 11% and LAT with 2% (Souvannavong, 2005). Nevertheless, Laos is faced with expanding telecom transactions, which are still at an infant stage. The World Bank (n.d.) observed that the telecom business contributed little to the country. Telecom growth in Laos had increased slightly from 1.5% of overall GDP in 2000 to 1.6% in 2004. Such insufficient growth and inadequate provision of telecom services were attributed to shortages of skilled and experienced human resource (HR) personnel to manage the businesses as well as the absence of comprehensive HRM policies and practices within the companies concerned.

All in all, the telecom sector in Laos remains at an infant stage and has also suffered from the tension involved with inter-ministerial rivalry and state planners (Minges & Gray, 2002). It also faces immense technical and commercial challenges and urgently requires competent HR to execute financial portfolios and manage the sensitivity of a capital-intensive investment in a rapidly innovating technological industry. To ensure that HR or human capital (HC) are able to apply technologies effectively in their jobs and deal with technological changes, companies ought to have competitive HR development strategies. The main aim of this study is to explore managers' and employees' understanding of and attitudes towards HRM in the Lao telecom sector, which is a good example of a service-based business, which needs diversified strategies to manage and develop people in responding to rapid technological innovation and satisfying customer expectations.

1.1 Research Questions

a. What is the managers' perceptions regarding the effect of the use of HRM practices on their companies' human capital development (HCD)?

b. Is there any relationship between the implementing HRM practices and employee performance improvement?

c. Is there any relationship between the implementation of HRM practices and the employees' perceptual level regarding the companies' attempt to develop HR?

d. How do actual HRM practices affect employee satisfaction in telecom companies in Laos?

1.2 Research Objectives

a. To explore managers' perceptions regarding the effect of implemented HRM practices on HCD in the telecom companies of Laos.

b. To examine the relationship between the implemented HRM practices and employee performance

improvement.

c. To investigate the relationship between the implementation of HRM practices and the employees' perceptual level of them.

d. To identify whether or not the employee satisfaction is influenced by the use of HRM practices.

2. Literature Review

2.1 Nature of Human Resource Management (HRM)

HRM encompasses various activities which are designed to provide for and coordinate the HR of the companies, and also facilitates the most effective use of people (employees) to achieve company and individual goals (Byars & Rue, 2003). HRM involves attracting, developing, and maintaining a talented and energetic workforce (Schermerhorn, 2008). Its major responsibilities include: (1) attracting a qualified workforce, which involves human resource planning, recruitment and selection; (2) developing a qualified workforce, which involves employee orientation, training and development (T&D), and performance appraisal; and (3) maintaining a qualified workforce, which involves career development, work-life balance, compensation and benefits, retention and turnover, and labour-management relations. Human resource development (HRD) is another HRM function but it is possible for the HRD function to stand alone. However, to optimize HRD goals, it is necessary to interact with other HRM functions. HRM functions have direct association with dimensions of employee relations, rewards management, performance management, recruiting and selection (Thornhill et al., 2000). In another study, it was found that the primary HRM functions which have relationships with effective HRD included human resource planning; job analysis; staffing (recruitment and selection); compensation and benefits; equal employment opportunity; T&D; employee and labour relations; health, safety, and security; companies and job design, performance management/ performance appraisal systems; research and information systems (Saha, 1993; Tung & Havlovic, 1996; Kleiman, 2000; Byars & Rue, 2003; Bohlander & Snell, 2004; and Werner & Desimone, 2006 in the study of Puvitayaphan, 2007).

2.2 Training and Development Concepts

T&D are not just important dimensions of HRM but are crucial instruments in improving employee performance and retaining talented employees. Concerning T&D, Vincent and Harmon (1989) observed that training is normally designed to improve employee performance in the job that they were hired to do. The goals of training were to achieve long-term improvement in the way people do their jobs, while development activities could accomplish corporate goals by producing flexible workers. Noe et al. (2006) viewed T&D differently: training is viewed as a planned effort by a company to facilitate employee learning of job-related competencies to master their skills effectively and to promote knowledge and behaviour and apply them in the current jobs. Development is future-oriented and not related to employees' current jobs. It relates instead to formal education, job experience, relations and assessment of personality and ability that help employees prepare for future jobs which may not yet exist. There are four approaches to developing employee performance: formal education, assessments, job experience and interpersonal relations (Employee Benefits, 2007).

In Nokia, T&D helps the company creates a workforce to cope with changes and meet the increasingly complex demands of the telecom industry as well as preparing for the future leadership of an individual company. The training helps employees develop skills needed to perform their jobs and provides many positive advantages for companies in terms of: (1) employee retention – training helps retain employees by making them feel that their employers are interested in developing and investing in their careers, (2) recruitment tool as many graduates are beginning to prioritize career development above starting salaries, (3) recognition – those who get the training opportunities are perceived as being recognized or awarded, and (4) motivation – employees were more motivated at work once they were recognized in the working place.

2.3 Training and Development Strategies

Vincent & Harmon (1989) declared that there were four steps for effective training: (1) planning, which includes needs assessment, provision and selection of instructors; (2) organizing, meaning the preparation of instructional strategies, techniques, lesson plans, course manuals and the program of curriculum for the training as a whole; (3) implementing, which refers to faculty selection, presentation, interaction and learning; and (4) evaluating and following up, meaning the measurement of accountability and productivity. Careful consideration and attention to these four steps should lead to an effective training program. Sweeney (2006), meanwhile, argued that there were four alternative basic steps that should be built into training programs, such as creating the right environment, explaining why the things expected are important, precisely demonstrating "how to do" instead of saying "be professional and polite", and eventually get help from others by having new employees observe and work with more experienced staff members.

Lee (2006) further noted that to achieve rapid performance gains from training, the learner must be taught experientially, using interactive case studies and simulated applications. Essentially, the learner needs the years of trial and error presented in such a way as greatly to reduce the time between significant experiences, and also needs direction as to which experiences provide cumulative growth and turn training into performance. Knowledge should be combined with application and practiced with feedback until the desired performance is achieved. Broadly speaking, a number of methods can be used to help employees acquire knowledge and skills and to change their behavior in favor of corporate objectives and procedures. In this regard, Noe et al. (2006) also illustrated many methods that companies used in their training programs. Common methods used as T&D instruments included instructor-led classrooms, video, web-based self-study, self-directed learning, role play/simulation, case study, video conferencing/distance classroom, presentation methods, on-the-job training, on the job experience, group-building methods, six sigma training, workshop, cross-functional training, on-site/off-site formal education programs, job rotation, mentoring, coaching and others.

2.4 Employee Compensation and Motivation

Motivational techniques are beneficial in stimulating employee working performance as well as enthusiasm. Maslow's theory regarding the hierarchy of needs can be used in motivation insofar as each employee desires those things that lead them to esteem and self-actualization (Employee Benefits, 2007). In addressing Maslow's theory, Noe et al. (2006) argued that distinctive benefits compensated employees, for instance, merit pay, incentive pay such as bonus and paid holidays, annual bonus, commission, profit sharing, ownership option such as stock options, company stock returns, skills-based pay, overtime pay, paternity compensated leave and so on. Some companies had commitments to maintaining employee health and safety; as a result, they provided employees with social security, medical insurance, funeral coverage, unemployment insurance, minimum salary levels at least and so forth. Some talented employees were even offered benefits such as phone-payments, free accommodation and pick-up transportation, sport activities, child care and others. These are actually properly planned by the relevant companies aiming to uphold national/local laws as well as to committing to social responsibility and retaining talented workers.

3. Methodology

The respondents of this study were people who have been working in the telecom companies based in Vientiane Municipality of Laos. These companies have been mostly fast growing with increasing numbers of telecom subscribers and other telecom-based services. Hence, many business management and ED strategies had been initiated and implemented in those companies, which made them appropriate targets to study.

This study used two different sets of structured questionnaires to study HRM practices as perceived by managerial employees (managers) and non-managerial employees (employees). There are more than 2,000 employees working in five telecom companies in Laos. By using the Yamane equation at the 0.05 significance

level, 400 valid responses were scheduled. To obtain that number, 750 questionnaires (250 questionnaires for managers and 500 questionnaires for employees) were distributed in four telecom companies in Laos. The questionnaire was developed in English and then interpreted into Lao (which process was properly checked) before conversion back to English for the purpose of analysis. A pilot study had previously been conducted with the Lao companies and also with similar research conducted among Thai companies, which is not reported in this paper. The pilot test included 30 completed questionnaires for each sub-group: this process suggested that there were no major problems in understanding or question order or content.

The survey questionnaires were distributed to the telecom companies via either post or personally in mid–April, 2008 and had been returned by the end of July, 2008. All relevant telecom companies were included in the sample and agreement reached from Lao managers to distribute them randomly among all eligible employees.

The information obtained was analyzed by using the SPSS program with statistical techniques such as means, frequency, percentage, standard deviation, significance level, One-Way-ANOVA, and Data Reduction Factor Analysis. All the data were analyzed and interpreted with anonymity protection for academic purposes. Cronbach's alpha tests were conducted to check the validity of the findings: for the employees' part of the research, Cronbach's alpha was 0.981 and for the managerial part it was 0.945.

To answer the research questions, four hypotheses were generated:

- Hypothesis 1: The more that HRM practices are implemented in the telecom companies in Laos, the greater the value of the companies' human capital development in those companies.
- Hypothesis 2: Employee performance is highly improved when HRM practices are effectively put into action in the companies studied.
- Hypothesis 3: The higher the extent of HRM practice implementation, the greater the positive extent of employees' perceptual development.
- Hypothesis 4: Employee satisfaction in telecom companies in Laos is positively associated with implementing HRM practices.

The Likert scales used to rate implementation of HRM practices were interpreted on the basis of the following classification:

Range	Interpretation
1.00-1.80	Minimally applies
1.81–2.60	Slightly applies
2.61–3.40	Moderately applies
3.41–4.20	Highly apply
4.21–5.00	Greatly applies

4. Findings and Results

4.1 Sample Profile

The population for this study was employees in four telecom companies in Laos. Out of 750 questionnaires (250 for mangers and 500 for employees) distributed, 469 valid questionnaires were returned in total, which represents a response rate of 62.5%. These included 73 valid responses from managers and 396 valid surveys from employees (see Table 1). This exceeds the required number of 400 valid surveys according to the Yamane method and that means the level of confidence of the research findings is high.

Table 1

Composition of questionnaire distribution

Respondents	Population		Sample	
	No.	**%**	**No.**	**%**
Management teams	250	33.3	73	**9.7**
Employees	500	66.7	396	**52.8**
Total	**750**	**100**	**469**	**62.5**

The remaining 281 (37.5%) non-responding questionnaires were investigated for reasons for the lack of response. Varied reasons were uncovered: being too busy; not being able to remember to whom the questionnaires were given; respondents were not present at the workplace; the respondents were rotated and assigned to work in other countries, and being afraid of touching on sensitive company issues.

Position: by position, the managers were categorized into four groups: executives; HRD and HRM managers; functional managers; and supervisors. Out of 73 respondents, 58.9% were supervisors (Table 2). Employee respondents, on the other hand, were grouped into three types: administrative; specialists; and operational positions. Most (84.3%) of the employee respondents specified their responsibilities as being operational area and none were specialists (hence only two categories are actually included).

Table 2

Distribution by Positions Demographic Factor

Positions	Management Team		Employees		
	No.	%		No.	%
Executives	7	9.6	Administrative	62	15.7
HRD & HRM Managers	8	11.0	Specialists	-	-
Functional Managers	15	20.5	Operational employees	334	**84.3**
Supervisors	43	**58.9**	-	-	-
Total	**73**	**100.0**	**Total**	**396**	**100.0**

Gender: Most of the management respondents were male (65.8%), while 51.3% of employees were female.

Table 3

Distribution by Gender

Gender	Management Team		Employees	
	No.	%	No.	%
Female	25	34.2	203	**51.3**
Male	48	**65.8**	192	48.5
Total	**73**	**100.0**	**395**	**99.7**

Education Level: The respondents' educational background was grouped into three levels: vocational, undergraduate and graduate. Table 4 illustrates that many management respondents had obtained undergraduate degrees (45.2%). Meanwhile, 53.3% of employees had acquired vocational level education.

Table 4

Distribution by Education

Education	Managers		Employees	
	No.	%	No.	%
Vocational	31	42.5	211	**53.3**
Undergraduates	33	**45.2**	167	42.2
Graduates	6	8.2	14	3.5
Total	**70**	**95.9**	**392**	**99.0**

Working Period: out of 73 management respondents, 56.2% had been working at their current companies for more than 10 years and 13.7% had been working at the current workplace for less than three years. From 395

employee respondents, 14.4% had been working at the current companies more than 10 years and 36.1% for less than three years. The remaining respondents had working periods, therefore, of 3-10 years.

Table 5

Distribution by Working Period

Working Periods	Managers		Employees	
	No.	%	No.	%
Less than 3 years	10	**13.7**	143	**36.1**
>3-5	7	9.6	97	24.5
>5-8	7	9.6	79	19.9
>8-10	8	11.0	19	4.8
More than 10	41	**56.2**	57	**14.4**
Total	**73**	**100.0**	**395**	**99.7**

Among the 25 implemented HRM practices (Table 6&7 above), three practices were prominent in the opnion of managers. Firstly, the managers believed that their companies highly encouraged "their employees to raise questions during the training session" ($\overline{X}$ = 3.958, *SD* = 0.869). Secondly, the managers believed their companies executed most of "the training focuses on problem solving and decision making know-how" ($\overline{X}$ = 3.882, *SD* = 0.820). The third practice was "job security and stability" ($\overline{X}$ = 3.819, *SD* = 0.793). On the other hand, not many companies ($\overline{X}$ = 2.495, *SD* = 1.218) gave "options for employees to buy shares of the company at a cheaper price." All in all, every telecom company in Laos has moderately applied all 25 HRM practices in their companies, with an overall figure of $\overline{X}$ = 3.445, *SD* = 0.961.

However, the most prominent practice according to employees was "encouraging employees to share ideas and raise questions during the training session." This practice was highly confirmed with mean $\overline{X}$ = 3.678, SD = 0.944 (N = 388). The second practice was "the trainees were highly allowed to deploy their learnt knowledge in practical work," at $\overline{X}$ = 3.677, SD = 0.892. The lowest ranked practice was "encouraging employees to buy company's stock at the preferable price," at $\overline{X}$ = 2.642, SD = 1.338. In brief, the employees accepted that overall practices were moderately put into action at $\overline{X}$ = 3.292, SD = 1.054.

4.2 Hypotheses Testing

Hypothesis 1: The more the HRM practices are implemented in the telecom companies in Laos, the greater the value of the companies' human capital development in telecom companies.

By using One-Way-ANOVA to test the relationship of the 25 variances of the implemented HRM practices within corporate HCD, there was only one significant result and this was the relationship of the variance of "employees' self-confidence is built through feedback and positive reinforcement" and companies' HCD (Sig. 0.025; F = 2.995). That means the managers understood that the implementation of HRM practices had little influence on the companies' HCD in the telecom companies in Laos (see Table 8).

Hypothesis 2: Employee performance is highly improved when HRM practices are effectively put into action in the companies studied.

In examining this relationship by using One-Way-ANOVA, seven significant results were discovered. These were that the relationship of employee performance improvement with the implemented HRM variables: (1) job analysis is conducted to determine training needs for staff, (2) trainee readiness is identified prior to being selected for training, (3) a trainee has been given an opportunity to perform the learned knowledge in their real life job, (4) employees' confidence is built through feedback and positive reinforcement, (5) performance appraisal emphasizes work outcomes of individual employees and is realistic, (6) compensation package is intended to promote employee retention, and (7) supervisors allow subordinates freedom to do their work in the way they consider most effective. Their significance levels were: 0.043 (F = 2.494), 0.022 (F = 2.909), 0.000 (F

= 5.548), 0.025 (F = 2.828), 0.013 (F = 3.219), 0.020 (F = 2.954), and 0.000 (F = 5.311). These significant results suggest that the implemented HRM variables were very important in enhancing employee performance (see Table 8).

Hypothesis 3: The higher the extent of HRM practice implementation, the greater the positive extent of employees' perceptual development.

For this investigation, 21 significant results were illustrated. These were the relationship between the employees' perceptual development and the following implemented HRM practices: (1) job analysis is conducted to determine training needs for staff (Sig. = 0.000; F = 13.287); (2) trainee readiness is identified prior to being selected for training (Sig = 0.000; F = 12.952); (3) training sessions are arranged in sequence in the appropriate order (Sig = 0.000; F = 9.652); (4) adequate (sufficient) instructional techniques, materials are provided for the learners (Sig = 0.001; F = 4.756); (5) effective feedback on trainee's performance is provided by the observer/trainers (Sig = 0.000; F = 5.735); (6) a trainee has been given an opportunity to perform the learned knowledge in the real life job (Sig = 0.005; F = 3.757); (7) employees are assisted by superiors in planning their career advancement (Sig = 0.000, F = 7.555); (8) career progression within an company is based on individual work performance, not seniority (Sig = 0.000; F = 6.088); (9) employees' self-confidence is built through feedback and positive reinforcement (Sig = 0.000; F = 5.693); (10) the company conducts employee attitude surveys on a regular basis to find ways to improve their performance (Sig = 0.000; F = 9.827); (11) employee level of compensation depends on performance (Sig = 0.000; F = 6.148); (12) employees are given options to buy shares of company's stock at preferred price (Sig = 0.000; F = 5.276); (13) employees are involved in the decision making process (Sig = 0.000; F = 11.820); (14) performance appraisal emphasizes work outcomes of individual employees and realistic performance standards (Sig = 0.002; F = 5.609); (15) compensation package is intended to promote employee retention (Sig = 0.005; F = 4.459); (16) compensation packages are designed to be comparable to other companies in the same industry (Sig = 0.002; 3.824); (17) compensation packages are designed to be more competitive than other companies in the same industry (Sig = 0.000; F = 4.460); (18) departments openly share important information about business and operation related matters to employees (Sig = 0.000; F = 5.508); (19) supervisors allow subordinates freedom to do their work in the way they consider most effective (Sig = 0.000; F= 9.723); (20) employee transfers to new functional areas are used as development activities (Sig = 0.000; F = 6.562) and (21) "employee compensation depends on seniority (Sig = 0.01; F = 5.276).

These results indicate that those independent variables (implemented HRM practices) were highly critical to an increase/decrease of the employees' perceptual level regarding the attempt on reinforcing corporate HR. As a result, H_0 is rejected and Hypothesis 3 is accepted (see Table 8).

Hypothesis 4: Employee satisfaction in telecom companies in Laos is positively associated with implementing HRM practices.

Using One-Way-ANOVA to examine Hypothesis 4 produced 24 significant results, which is all but the relationship between employee satisfaction and the variable "employees are mostly organized into teams in performing jobs" (see Table 8). With 24 significant results, it can be interpreted that implementing the HRM practices did have positive associations with employee psychology. As a result, these confirmed the rejection of H_0 and the acceptance of Hypothesis 4.

Having examined the hypotheses, it is also important to analyze further additional aspects of the 25 implemented HRM practices. It is believed that this will make it easier to understand important aspects of the implementation.

Table 8

Relationship between variances of the implementing HRM practices and employee development in telecom companies in Laos

Implementing HRM practices		Companies' HCD perceived by managers			Employees' performance improvement understood by employees			Employees' perceptual development understood by employees			Employees' satisfaction by employees		
	Groups	Sum Squares	F	Sig.	Sum Squares	F	Sig.	Sum Squares	F	Sig.	Sum Squares	F	Sig.
Job analysis is conducted to determine training needs for staff	Between Groups	0.089	1.637	0.176	0.200	2.494	0.043	11.379	13.287	0.000	3.672	8.008	0.000
	Within Groups	2.782			7.633			81.574			43.450		
	Total	2.871			7.834			92.953			47.122		
Trainee readiness is identified prior to being selected for training	Between Groups	0.066	0.578	0.632	0.234	2.909	0.022	11.133	12.952	0.000	2.673	5.779	0.000
	Within Groups	2.807			7.599			81.657			43.713		
	Total	2.873			7.833			92.790			46.386		
Training sessions are arranged in sequence in the appropriate order	Between Groups	0.354	1.600	0.185	0.175	2.121	0.078	8.589	9.652	0.000	2.671	5.699	0.000
	Within Groups	2.508			7.656			83.200			43.594		
	Total	2.862			7.830			91.789			46.265		
Adequate (sufficient) instructional techniques, materials are provided for the learners	Between Groups	0.111	0.308	0.872	0.059	0.701	0.591	4.434	4.756	0.001	3.985	9.074	0.000
	Within Groups	2.758			7.772			87.176			40.842		
	Total	2.870			7.830			91.609			44.828		
A trainee is encouraged to raise question the training	Between Groups	0.060	1.021	0.389	0.120	1.454	0.216	1.955	2.039	0.088	1.693	3.675	0.006
	Within Groups	2.814			7.712			90.339			43.191		
	Total	2.873			7.832			92.293			44.884		
Effective feedback on trainee's performance is provided by the observer/trainers.	Between Groups	0.073	0.530	0.663	0.141	1.710	0.147	5.287	5.735	0.000	3.368	7.458	0.000
	Within Groups	2.800			7.690			86.655			42.221		
	Total	2.873			7.831			91.942			45.588		
A trainee has been given an opportunity to perform the learned knowledge in the real life job	Between Groups	0.078	0.611	0.610	0.435	5.548	0.000	3.528	3.757	0.005	3.547	7.790	0.000
	Within Groups	2.795			7.397			88.744			42.800		
	Total	2.873			7.832			92.272			46.346		
Training focuses on problem solving and decision making	Between Groups	0.153	1.414	0.247	0.106	1.291	0.273	1.616	1.685	0.153	2.823	6.172	0.000
	Within Groups	2.719			7.725						42.765		
	Total	2.871			7.832						45.588		
Employees are assisted by superiors in planning their career advancement	Between Groups	0.161	0.436	0.782	0.150	1.825	0.123	6.816	7.555	0.000	5.214	11.83	0.000
	Within Groups	2.710			7.681			84.581			41.072		
	Total	2.871			7.831			91.397			46.286		
Career progression within an companies is based on individual work performance, not seniority	Between Groups	0.194	0.410	0.801	0.043	0.525	0.718	5.589	6.088	0.000	3.290	7.287	0.000
	Within Groups	2.679			7.789			86.518			42.318		
	Total	2.873			7.832			92.107			45.608		
Job security and stability are guaranteed to employees	Between Groups	0.102	0.200	0.938	0.115	1.405	0.232	0.931	0.961	0.429	4.232	9.446	0.000
	Within Groups	2.771			7.717						42.114		
	Total	2.873			7.832						46.346		
Employees' self-confidence is built through feedback and positive reinforcement	Between Groups	0.089	2.995	0.025	0.228	2.828	0.025	5.243	5.693	0.000	7.707	18.74	0.000
	Within Groups	2.782			7.604			87.028			38.639		
	Total	2.871			7.832			92.272			46.346		
The company conducts employee attitude surveys on a regular basis to find ways to improve their performances	Between Groups	0.066	1.458	0.225	0.187	2.294	0.059	8.702	9.827	0.000	4.082	9.195	0.000
	Within Groups	2.807			7.645			83.240			41.506		
	Total	2.873			7.832			91.942			45.588		
Employee level of compensation depends on performance	Between Groups	0.354	0.638	0.637	0.063	2.294	0.059	5.644	6.148	0.000	2.636	5.739	0.000
	Within Groups	2.508			7.769			86.298			42.952		
	Total	2.862			7.832			91.942			45.588		
Employee level of compensation depends on seniority	Between Groups	0.111	0.520	0.722	0.143	1.740	0.140	4.886	5.276	0.000	2.309	4.988	0.001
	Within Groups	2.758			7.689			87.056			43.280		
	Total	2.870			7.832			91.942			45.588		

Employees are mostly organized into teams in performing jobs	Between Groups	0.060	0.391	0.815	0.068	0.820	0.513	1.932	2.016	0.092	0.277	0.571	0.684
	Within Groups	2.814			7.763			89.844			45.292		
	Total	2.873			7.831			91.776			45.569		
Employees are given options to buy shares of company's stock at preferred price	Between Groups	0.073	2.115	0.090	0.038	0.443	0.778	10.319	11.820	0.000	2.324	5.004	0.001
	Within Groups	2.800			7.789			80.098			42.368		
	Total	2.873			7.827			90.417			44.692		
Employees are involved in the decision making process	Between Groups	0.078	0.645	0.632	0.115	1.398	0.234	5.177	5.609	0.000	3.468	7.570	0.000
	Within Groups	2.795			7.717			86.765			42.838		
	Total	2.873			7.832			91.942			46.306		
Performance appraisal emphasizes work outcomes of individual employees and realistic performance standards	Between Groups	0.153	0.349	0.844	0.260	3.219	0.013	4.161	4.459	0.002	2.079	4.467	0.002
	Within Groups	2.719			7.572			87.946			43.510		
	Total	2.871			7.832			92.107			45.588		
Compensation package is intended to promote employee retention	Between Groups	0.161	0.432	0.785	0.239	2.954	0.020	3.599	3.824	0.005	1.163	2.453	0.046
	Within Groups	2.710			7.593			88.695			44.445		
	Total	2.871			7.832			92.293			45.608		
Compensation packages designed to be comparable to other companies in the same industry	Between Groups	0.194	0.463	0.763	0.033	0.401	0.808	4.173	4.460	0.002	1.153	2.393	0.050
	Within Groups	2.679			7.798			87.953			45.173		
	Total	2.873			7.832			92.126			46.326		
Compensation packages designed to be more competitive than other companies in the same industry	Between Groups	0.102	0.913	0.462	0.058	0.697	0.594	5.075	5.508	0.000	1.387	2.922	0.021
	Within Groups	2.771			7.773			86.159			44.162		
	Total	2.873			7.831			91.235			45.549		
Departments openly share important information about business and operation related matters to employees	Between Groups	0.089	0.966	0.432	0.043	0.512	0.727	8.606	9.723	0.000	2.906	6.248	0.000
	Within Groups	2.782			7.788			82.983			43.379		
	Total	2.871			7.831			91.589			46.286		
Supervisors allow subordinates freedom to do their work in the way they consider most effective	Between Groups	0.066	1.198	0.320	0.419	5.311	0.000	5.912	6.464	0.000	5.826	13.48	0.000
	Within Groups	2.807			7.413			86.196			40.500		
	Total	2.873			7.832			92.107			46.326		
Employee transfers to new functional areas are used as development activities	Between Groups	0.354	0.608	0.658	0.136	1.655	0.160	6.000	6.562	0.000	4.342	9.675	0.000
	Within Groups	2.508			7.696			85.942			41.964		
	Total	2.862			7.832			91.942			46.306		

4.3 Identification of Aspects of Implementing HRM Practices

Application of Factor Analysis

Exploratory factor analysis was used to try to categorize the 25 implemented HR practices into smaller and perhaps more meaningful groups. Factor analysis helps in identifying the underlying variables that explain the pattern of correlations within a set of observed variables. Principal Axis Factor Analysis with Varimax rotation was used in order to indicate which of the loadings are actually significant to the study and possibly erasing the non-significant ones. Before proceeding with the identification of the latent variables of implemented HRM practices, the application of the factor analysis requires many statistical conditions to support robustness and reliability, including a sufficient sample size, standard of factor loadings and others which are now discussed.

Sample Size

Steven (2003) explained the relevance of sample sizes for factor loading (Habing, 2003). When the number of the sample size is less than or equal to 50 observations, then the minimum loading of each factor should equal or exceed 0.722. With 1,000 or more observations, the most appropriate factor loading was required to be at least 0.162. That means the bigger the sample size, the lower the factor loading needed for robust analysis. In this respect, the sample size of valid responses of both managers and employees was 418. The sample size falls in the

300-600 bands which require each factor loading to equal or exceed 0.298 (see Table 9).

Table 9

Significant Factor Loadings based on Sample Size

Sample Size and Factor Loadings							
No. of Sample Size	Less than or	50	100	200	300	600	1000 up
Factor Loading	0.722		0.512	0.384	0.298	0.210	0.162

Hair (1998) explained that factors loadings are categorized into three levels of significance: (1) If the factors loadings were significant at ±0.3, those variables had minimal relevance to the particular aspect of the HRD; (2) If any factor loading was significant at ±0.4, such variable was more important and had more significant influence on the success of a specific HRD aspect; and (3) If the factor loading was significant at ±0.5, that variable was dramatically significant and practically critical to the achievement and failure of that HRD aspect (see Table 10).

Table 10

Interpretation Factor Loadings

Significance	Interpretation
±0.3	Minimally Important
±0.4	Important
±0.5	Significantly Important

4.4 Appropriateness of factor analysis

This study applied two statistical procedures to examine the suitability of data for the structural detection of factor analysis. The first was the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy, which indicates the proportion of variance in variables that might be caused by underlying factors. High values (close to 1.0) generally indicate that a factor analysis is useful. If the value is less than 0.50, the results of the factor analysis are probably not very useful. As noted by Thang (2004), the values of KMO are used to quantify the degree of inter-correlations among the variables and the appropriateness of factor analysis; taking values from 0 to 1 as guidelines: (1) 0.80 or above, meritorious; (2) 0.70 or above middling; (3) 0.60 or above, mediocre; (4) 0.50 or above, miserable; and (5) below 0.50, unacceptable. In this study, the KMO measure was 0.944, meaning it is located in the category 0.80 or above, meritorious. Another test employed was Bartlett's test of Sphericity Correlation Matrix. This indicates that variables are unrelated and, therefore, unsuitable for structure detection. Small values (less than 0.05) of the significance level indicate that a factor analysis may be useful. Referring to Table 11, the Bartlett test for all runs of factor analysis showed non-zero correlation existing at the significant level of 0.000 (Bartlett's Test of Sphericity = 4719.499). In brief, the statistical results provided a very sound support for the suitability of factor analysis in this case.

Table 11

KMO and Bartlett's Test Values, n = 418

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.944
Bartlett's Test of Sphericity:	Approx. Chi-Square	4719.499
	Df	300
	Sig.	0.000

4.5 Exploratory Factor Analysis

In this session, all the 25 variables of implemented HRD practices (N = 418) were used in the factor analysis,

which produced unrotated and rotated factor solutions. However, only the rotated factor solutions are presented in this study because the rotated analysis produced the final factor solutions which explained the situation more elegantly.

The rotated factor analysis identified the fit-well aspects of the implemented HRM variables. Those variables which exhibited only low factor loadings have been excluded. Table 12 indicates the results of the rotated factor analysis and details three factors. The compact factor solution was cumulatively explained by three factors in the rotation solution with 45.16% of total variance explained. Noticeably, the variable "employees are mostly organized into teams in performing jobs" is excluded due to factor loadings lower than 0.298. Consequently, 24 variables remained. Factor 1 used 12 variables: (1) compensation is more competitive than other companies; (2) employees are given options to buy shares of company's stock; (3) compensation is comparable to other companies; (4) employees transfer to new functional areas for their development; (5) employees are involved in the decision making process; (6) departments openly share important information; (7) supervisors allow subordinates the freedom to do their work; (8) compensation package is intended to promote employee retention; (9) employee level of compensation depends on performance; (10) the company conducts employee attitude surveys regularly; (11) performance appraisal emphasizes work outcomes of individuals and (12) employee level of compensation depends on seniority. The minimum factor loading was 0.34 and this factor was named "Compensation management and information exchange."

Factor 2 consists of seven variables: (1) job security and stability are guaranteed to employees; (2) training focuses on problem solving and decision making; (3) a trainee has been given an opportunity to perform learned skills; (4) self-confidence is built through feedback and positive reinforcement; (5) employees are assisted in planning their career advancement; (6) career progression is based on individual work performance and (7) a trainee is encouraged to raise question the training. Factor loadings were at least 0.503. This group was named "Training and development management."

Factor 3 was composed of five variables: (1) trainee readiness is identified prior to being selected for training; (2) training sessions are arranged in sequence in the appropriate order; (3) job analysis is conducted to determine training needs for staff; (4) adequate instructional materials are provided and (5) effective feedback on trainee's performance is provided. Factor loadings were in excess of 0.510 and this factor was named "Needs assessment."

Briefly speaking, after obtaining the rotated factor analysis, the implemented HRM practices were categorized into three factors with minimum loadings of 0.34. With regard to the rotation of the exploratory factor analysis, 24 variables remained for interpretation. They were grouped into three factors, which were named "Compensation management and information exchange," "Training and development management" and "Needs assessment."

Table 12

Rotated Factor Solution of Implemented HRD Practices in Laos (n = 418)

No	Implemented HRD Practices in Laos	Rotated Factors Loadings		
		1	2	3
I	***Compensation Management and Information Exchange***			
1	Compensation is more competitive than other companies	**0.664**	0.097	0.227
2	Employees are given options to buy shares of company's stock	**0.654**	0.022	0.253
3	Compensation is comparable to other companies	**0.622**	0.158	0.114
4	Employee transfers to new functional areas for their development	**0.593**	0.213	0.196
5	Employees involved in the decision making process	**0.575**	0.214	0.236
6	Departments openly share important information	**0.540**	0.132	0.191
7	Supervisors allow subordinates freedom to do their work	**0.534**	0.335	0.165
8	Compensation package is intended to promote employee retention	**0.530**	0.391	0.122
9	Employee level of compensation depends on performance	**0.530**	0.340	0.222
10	The company conducts employee attitude survey regularly	**0.499**	0.446	0.270

11	Performance appraisal emphasizes on work outcomes of individual	**0.449**	0.398	0.115
12	Employee level of compensation depends on seniority	**0.340**	0.246	0.321
Exclude	*Employees are mostly organized into team in performing jobs*	*0.289*	*0.282*	*0.183*
II	***Training and Development Management***			
1	Job security and stability are guaranteed to employees	0.246	**0.640**	0.130
2	Training focuses on problem solving and decision making	0.105	**0.612**	0.279
3	A trainee has been given an opportunity to perform learned skills	0.080	**0.578**	0.216
4	Self-confidence is built through feedback and positive reinforcement	0.415	**0.577**	0.150
5	Employees are assisted in planning their career advancement	0.345	**0.548**	0.337
6	Career progression is based on individual work performance	0.204	**0.538**	0.202
7	A trainee is encouraged to raise questions during training	0.101	**0.503**	0.425
III	***Needs Assessment***			
1	Trainee readiness is identified prior to being selected for training	0.290	0.242	**0.693**
2	Training sessions are arranged in sequence in the appropriate order	0.370	0.234	**0.599**
3	Job analysis is conducted to determine training needs for staff	0.355	0.286	**0.581**
4	Adequate instructional materials are provided	0.208	0.383	**0.557**
5	Effective feedback on trainee's performance is provided	0.293	0.439	**0.510**
% of Variance explained by factor		**18.49**	**15.40**	**11.27**
% of Cumulative variance explained		**18.49**	**33.89**	***45.16***

5. Discussion

According to the findings presented above, a majority of the valid management respondents were immediate supervisors; meanwhile the employee respondents were mostly operational employees. More than half of the management respondents were males but more than half of the employee respondents were females. This may be because most of the managers are expected to be males for historical and cultural reasons, while most of the non-managerial positions are expected to be filled by women. Managers were mostly undergraduates (45.2%) but the employee respondents mostly vocational level education. The respondents at the management level have mostly been working at their company for more than 10 years, while the employee respondents mostly worked at their current workplace for less than three years.

For the hypothesis testing, in Hypothesis 1 only one significant result was presented. This result indicates that the managers had low recognition of the role of the adoption of HRM practices in the telecom companies in Laos. Even though many HRM practices are implemented in the companies; the managers realized that corporate HCD would be reinforced as long as the employees were confident that they could be responsible for their jobs. On the other hand, employee confidence would be improved when they regularly received feedback and their positive behaviours were recognized by the companies and thereby reinforced. Many executives still understood that the HRM department had the key function of dealing with people in the company. At the same time, the HRM department mostly dealt with administrative jobs rather than planning to enhance the function of capability building of employees. As a result, this has caused some confusion.

In relation to Hypothesis 2 and Hypothesis 3, many variants of the implementing HRM practices were statistically confirmed to help enhance employee performance development and perceptual development. These results affirmed that the higher the extent of the implementation of HRM practices, the higher the extent of employee performance development and perceptual development. In comparison, the test of the relationship between the implemented HRM practices in relation to employee satisfaction in Hypothesis 4, it was found that 24 significant results were found. That suggests most of the HRM practices implemented in the telecom sector of Laos had positive effect on employee psychology and that in turn suggests that employees were happier and more satisfied in working at the current workplace because the companies have realized the importance of their HR and translated various HRM practices into action.

Questionnaire development featured extensive consideration of existing survey instruments and consolation with experts, in addition to initial qualitative research and a pilot test of the final questionnaires. It appears, since 24 of 25 variables in the implemented HRM policies were retained by the factor analysis, that this process had

some merit. The factors that were created seem to be internally consistent to a reasonable degree and to interact well with each other. However, this stage of factor analysis inevitably has some measure of subjective judgment integral to it.

It may be concluded, from the evidence provided, that telecom companies in Laos recognize to a certain degree the benefit in studying the needs of their employees and putting place some policies to meet those needs. The 'needs assessment' requirement is also described by Laff (2006). Companies had the positive intention of strengthening employee performance through effective T&D and compensation strategies, applications of which were also found in the previous studies of Vincent and Harmon (1989) and Walker (2000). In conjunction with these preceding studies, this evidence indicates that the HRM policies discussed do in fact help the telecom companies in Laos to improve employee performance and job satisfaction, which confirms the study of Heinen and O'Neill (2004). More importantly, the study found that the telecom companies in Laos have recognized the importance of their human resources in a fast-changing, technology-intensive service industry. Additional use of HRD should increase the value added of the companies involved.

6. Conclusion

In summary, the article studied the perceptions and attitudes of both managers and employees currently working in telecoms companies in Laos regarding the nature and roles of HRM. There is diversity among the sample in terms of gender, education, working position and working periods. By studying managers' attitudes towards roles of HRM in their companies' HCD, one significant result that was found was that the management team accepted the importance of corporate HR but they were not yet clear concerning strategies of how to manage and enhance HR performance. The critical tools were HRM and T&D. By studying employees' perceptions, eight variables representing implemented HRM practices demonstrated significantly positive relationships with employee performance development; 22 of the same category of variables appeared to cause the employees' perceptual level regarding the attempts of driving the sustainability of ED in the companies involved increase; and finally, 24 variables have been statistically demonstrated that they are associated with spurring positive effects on employee psychology, which helped to reduce employee stress and made them happier at the workplace or under the supervision of their current leaders and managers.

The factor analysis suggested that HRM in the telecom industry of Laos was not yet properly executed and people responsible for ED/HR activities seemed still to pay insufficient attention to managing and developing HR. As a result, compensation management and information exchange have been fallen into the same aspect of HRD. There seemed to a mixed level of understanding regarding HRM and HRD. Consistency of results suggests that this study is indeed valid but there are some notable differences too. This may result from some cultural differences or, more likely, the different economic situation applying in Laos as a poor, sparsely-polluted state emerging from the command economy into a market-based economy largely as a result of the input of foreign investors and managers.

6.1 Limitations

In carrying out this study, certain limitations have been confronted. The first limitation was inevitably "insufficient cooperation" from the targeted respondents during the data collection phase. It is admitted that access to particular companies was highly unequal. Some targeted companies refused the requests to respond to questions due to the reasons that this telecom industry was a competitive businesses and they unwilling to share any information with the public.

The second limitation was time constraint. It took almost 20 months to complete documentary review, proposal development and examination, research design, interview, pilot test, survey revision, data collection and preparation, data analysis, data interpretation and report finalizing. A great deal of time was spent contacting potential respondents, following up the progress of requests for interviews, survey distribution and collection.

The third limitation was relevant to the findings of the study. The measurement of HRM management and its practices were reliant on the respondents' perception. The final limitation concerns the inevitably limited scope of the study. This research has explored and examined HRM in the telecom industry only and not every telecom company could be accessed. There are perhaps dynamic HRM practices and strategies in other companies or industries which have not yet been documented.

6.2 Recommendations

In enhancing effective HRM performance in the telecom sector of Laos, it is very important to obtain awareness and support at top management level. Top management should beware of the integration of business performance development and qualified HR. It is people who manage, initiate, and adjust positive change in organizations; HR are the enablers who initiate change and develop strategies to make it work; people help companies to interact and achieve corporate goals through understanding and implementing business strategies, people management, job design, appraisal techniques, collaborative behaviours, information systems and so on. Hence, it is believed that as long as the top management and management team of companies have a higher recognition of the importance of their HR, the higher the effectiveness of the HRM and implementation will be. At the same time, management teams in the telecom companies of Laos should: (1) have precise policies, rules and regulations relevant to the capability of ED; (2) provide adequate support in terms of time, finance, facilities and so on; (3) disseminate and communicate relevant policies, rules and regulations to employees; (4) encourage employee participation and involvement as a minimum in the strategic plan of corporate HCD by assessing their needs, getting feedback on performance via supervisors and so forth; (5) organize more training, offer more practical training and grant equal opportunities to employees to participate in training; (6) encourage employees to utilize their talents real life situations and (7) have systematic and proper plans to appraise employee performance in conjunction with compensating them on the basis of each individual's performance. More importantly, each management team should be able to distinguish between HRM and HRD.

The final recommendation relates to the education system. It is strongly recommended for the education system of Laos to include subjects related to HRM, HRD and T&D into formal and informal education curricula. The more people are educated about the importance of competent HR, the significance of skill development and the importance of enacted potential in determining compensation, the more they will be more motivated to learn and reinforce their abilities. Consequently, the more those companies will be willing to pay attention to developing their employees' SKAs. Meanwhile, other governmental bodies and relevant authorities should also support and provide basic infrastructure such as sufficient teaching materials and facilities, roads, schools and universities, suitable curricula and qualified teachers and trainers.

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Appendix

Implementing HRM Practices

Table 6

Frequency distribution of implementing HRM practices by managers in telecom companies in Laos

Implementing HRD Practices in telecom sector of Laos	Frequency n = 73					Total	$\overline{X}$	*SD*	Interpretation
	1	2	3	4	5				
1.Job analysis is conducted to determine training needs for staff	5 (6.8)	6 (8.2)	24 (32.9)	26 (35.6)	10 (13.7)	71 (97.2)	3.423	1.065	Highly Applies
2.A trainee readiness is identified prior being selected for training	0 (0)	9 (12.3)	29 (39.7)	22 (30.1)	10 (13.7)	70 (95.8)	3.471	0.896	Highly Applies
3.Training sessions are arranged in sequences in the appropriate order	3 (4.1)	5 (6.8)	24 (32.9)	26 (35.6)	12 (16.4)	70 (95.8)	3.557	1.002	Highly Applies
4.Adequate instructional materials are provided	1 (1.4)	6 (8.2)	19 (26)	31 (42.5)	13 (17.8)	70 (95.9)	3.700	0.922	Highly Applies
5.A trainee is encouraged to raise questions during training	0 (0)	3 (4.1)	19 (26)	27 (37)	22 (30.1)	71 (97.2)	**3.958**	**0.869**	**Highly Applies**
6.Effective feedback on trainee's performance is provided	0 (0)	4 (5.5)	24 (32.9)	32 (43.8)	10 (13.7)	70 (95.9)	3.686	0.790	Highly Applies
7.A trainee has been given an opportunity to perform learned skills	0 (0)	2 (2.7)	22 (30.1)	42 (57.5)	5 (6.8)	71 (97.1)	3.676	0.732	Highly Applies
8.Trainings focus on problem solving and decision making	0 (0)	4 (5.5)	15 (20.5)	34 (46.6)	15 (20.5)	68 (93.1)	**3.882**	**0.820**	**Highly Applies**
9.Employees are assisted in planning their career advancement	1 (1.4)	9 (12.3)	25 (34.2)	28 (38.4)	9 (12.3)	72 (98.6)	3.486	0.919	Highly Applies
10.Career progression is based on individual work performance	1 (1.4)	7 (9.6)	22 (30.1)	26 (35.6)	15 (20.5)	71 (97.2)	3.662	0.970	Highly Applies
11.Job security and stability are guaranteed to employees	1 (1.4)	1 (1.4)	21 (28.8)	36 (49.3)	13 (17.8)	72 (98.7)	**3.819**	**0.793**	**Highly Applies**
12.Self-confidence is built through feedback and positive reinforcement	2 (2.7)	8 (11)	27 (37)	26 (35.6)	8 (11)	71 (97.3)	3.423	0.936	Highly Applies
13.The company conducts employee attitude surveys regularly	2 (2.7)	7 (9.6)	25 (34.2)	27 (37)	11 (15.1)	72 (98.6)	3.528	0.964	Highly Applies
14.Employee level of compensation depends on performance	1 (1.4)	13 (17.8)	21 (28.8)	27 (37)	9 (12.3)	71 (97.3)	3.423	0.981	Highly Applies
15.Employee level of compensation depends on seniority	4 (5.5)	11 (15.1)	22 (30.1)	28 (38.4)	6 (8.2)	71 (97.3)	3.296	1.020	Moderately Applies
16.Employees are mostly organized into teams in performing jobs	2 (2.7)	9 (12.3)	29 (39.7)	22 (30.1)	10 (13.7)	72 (98.5)	3.403	0.974	Highly Applies
17.Employees are given options to buy shares of company's stock	19 (26)	13 (17.8)	21 (28.8)	9 (12.3)	4 (5.5)	66 (90.4)	**2.485**	**1.218**	**Slightly Applies**
18.Employees are involved in the decision making process	8 (11)	11 (15.1)	24 (32.9)	20 (27.4)	7 (9.6)	70 (96)	3.100	1.144	Moderately Applies
19.Performance appraisal emphasizes on work outcomes of individual	3 (4.1)	8 (11)	24 (32.8)	28 (38.4)	9 (12.3)	72 (98.6)	3.444	0.991	Highly Applies
20.Compensation package is intended to promote employee retention	3 (4.1)	6 (8.2)	25 (34.2)	25 (34.2)	13 (17.8)	72 (98.5)	3.542	1.020	Highly Applies
21.Compensation is comparable to other companies	3 (4.1)	12 (16.4)	24 (32.9)	26 (35.6)	7 (9.6)	72 (98.6)	3.306	1.002	Moderately Applies
22.Compensation is more competitive than other companies	6 (8.2)	12 (16.4)	32 (43.8)	16 (21.9)	5 (6.8)	71 (97.1)	3.028	1.014	Moderately Applies
23.Departments openly share important information	6 (8.2)	12 (16.4)	27 (37)	19 (26)	7 (9.6)	71 (97.2)	3.127	1.081	Moderately Applies
24.Supervisors allow subordinates freedom to do their work	4 (5.5)	4 (5.5)	25 (34.2)	32 (43.8)	7 (9.6)	72 (98.6)	3.472	0.949	Highly Applies
25.Employees may transfer to new functional areas for their development	3 (4.1)	11 (15.1)	30 (41.1)	22 (30.1)	6 (8.2)	72 (98.6)	3.236	0.957	Moderately Applies
Total							**3.445**	**0.961**	**Moderately Applies**

Note. 1=Minimally applies; 2=Slightly applies; 3=Moderately applies; 4=Highly applies; and 5=Very highly applies

Table 7

Frequency distribution of implementing HRM practices by employees in telecom companies in Laos

Implementing HRD Practices in telecom sector of Laos	Frequency n = 393					Total	$\overline{X}$	*SD*	Interpretation
	1	2	3	4	5				
1.Job analysis is conducted to determine training needs for staff	35 (8.8)	72 (18.2)	134 (33.8)	115 (29)	37 (9.3)	393 (99.1)	3.120	1.094	Moderately Applies
2.Trainee readiness is identified prior to being selected for training	29 (7.3)	61 (15.4)	139 (35.1)	121 (30.6)	41 (10.4)	391 (98.8)	3.215	1.067	Moderately Applies
3.Training sessions are arranged in sequence in the appropriate order	20 (5.1)	49 (12.4)	160 (40.4)	115 (29)	41 (10.4)	385 (97.3)	3.281	0.992	Moderately Applies
4.Adequate instructional materials are provided	24 (6.1)	55 (13.9)	119 (30.1)	122 (30.8)	65 (16.4)	385 (97.3)	3.387	1.113	Moderately Applies
5.A trainee is encouraged to raise questions during training	9 (2.3)	27 (6.8)	120 (30.3)	156 (39.4)	76 (19.2)	388 (98)	**3.678**	**0.944**	**Highly Applies**
6.Effective feedback on trainee's performance is provided	13 (3.3)	54 (13.6)	112 (28.3)	155 (39.1)	53 (13.4)	387 (97.7)	3.468	1.003	Highly Applies
7.A trainee has been given an opportunity to perform learned skills	8 (2)	24 (6.1)	118 (29.8)	176 (44.4)	64 (16.2)	390 (98.5)	**3.677**	**0.892**	Highly Applies
8.Trainings focus on problem solving and decision making	9 (2.3)	33 (8.3)	126 (31.8)	148 (37.4)	72 (18.2)	388 (98)	**3.621**	**0.958**	**Highly Applies**
9.Employees are assisted in planning their career advancement	20 (5.1)	52 (13.1)	138 (34.88)	126 (31.8)	51 (12.9)	387 (97.78)	3.351	1.036	Moderately Applies
10.Career progression is based on individual work performance	14 (3.5)	39 (9.8)	130 (32.8)	136 (34.3)	70 (17.7)	389 (98.1)	3.537	1.014	Highly Applies
11.Job security and stability are guaranteed to employees	11 (2.8)	39 (9.8)	125 (31.6)	136 (34.3)	78 (19.7)	389 (98.2)	3.594	1.007	Highly Applies
12.Self-confidence is built through feedback and positive reinforcement	16 (4)	45 (11.4)	145 (36.6)	123 (31.1)	60 (15.2)	389 (98.3)	3.427	1.017	Highly Applies
13.The company conducts employee attitude survey regularly	33 (6.8)	68 (16.4)	121 (33.6)	120 (29.3)	45 (11.6)	387 (97.7)	3.196	1.121	Moderately Applies
14.Employee level of compensation depends on performance	20 (5.1)	65 (16.4)	141 (35.6)	113 (28.5)	48 (12.1)	387 (97.7)	3.230	1.083	Moderately Applies
15.Employee level of compensation depends on seniority	20 (5.1)	37 (9.3)	139 (35.1)	122 (30.8)	68 (17.2)	386 (97.5)	3.269	1.046	Slightly Applies
16.Employees are mostly organized into teams in performing jobs	117 (29.5)	44 (11.1)	106 (26.8)	77 (19.4)	33 (8.3)	377 (95.1)	3.469	1.052	Highly Applies
17.Employees are given options to buy shares of company's stock	55 (13.9)	81 (20.5)	132 (33.3)	92 (23.2)	27 (6.8)	387 (97.7)	**2.642**	**1.338**	**Moderately Applies**
18.Employees are involved in the decision making process	55 (13.9)	81 (20.5)	132 (33.3)	92 (23.2)	27 (7)	387 (97.9)	2.884	1.133	Moderately Applies
19.Performance appraisal emphasizes work outcomes of individual	13 (3.3)	48 (12.1)	155 (39.1)	140 (35.4)	31 (7.8)	387 (97.7)	3.331	0.913	Moderately Applies
20.Compensation package is intended to promote employee retention	15 (3.8)	52 (13.1)	135 (34.1)	134 (33.9)	52 (13.1)	388 (98)	3.402	1.006	Highly Applies
21.Compensation is comparable to other companies	42 (10.6)	57 (14.4)	142 (35.9)	101 (25.5)	45 (11.4)	387 (97.8)	3.129	1.138	Moderately Applies
22.Compensation is more competitive than other companies	53 (13.4)	56 (14.1)	149 (37.6)	98 (24.7)	29 (7.3)	385 (97.1)	2.984	1.120	Moderately Applies
23.Departments openly share important information	46 (11.6)	70 (17.7)	126 (31.8)	117 (29.5)	27 (6.8)	386 (97.4)	3.023	1.115	Moderately Applies
24.Supervisors allow subordinates freedom to do their work	19 (4.9)	56 (14.1)	145 (36.6)	126 (31.8)	42 (10.6)	388 (98)	3.299	1.006	Moderately Applies
25.Employees may transfer to new functional areas for their development	47 (11.9)	60 (15.2)	129 (32.6)	111 (28)	40 (10.1))	387 (97.8)	3.096	1.156	Moderately Applies
Total							**3.292**	**1.054**	**Moderately Applies**

Note. 1=Little Apply; 2= Likely Apply; 3= Moderately Apply; 4= Highly Apply; and 5= Very Highly Apply