

# **HUMAN RESOURCE DEVELOPMENT IN ARMED POLICE FORCE, NEPAL**



**A Thesis**

**Submitted to APF Command and Staff College,  
Faculty of Humanities and Social Sciences,  
Tribhuvan University  
in Partial Fulfillment of the Requirements  
for Master's Degree in  
Security, Development and Peace Studies**

**Submitted by**

**DINESH BAHADUR RAYAMAJHI**

**Eighth Batch (2079 - 2081)**

**Roll No.: 28MSDPS40046**

**TU Registration No: 7-1-32-049-98**

**APF Command and Staff College  
Sanogaucharan, Kathmandu, Nepal**

**May, 2024**

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## DECLARATION

I, DINESH BAHADUR RAYAMAJHI, declare that this research paper entitled "**HUMAN RESOURCES DEVELOPMENT IN ARMED POLICE FORCE, NEPAL**", submitted to the APF Command and Staff College is entirely my original work prepared under the guidance and supervision of Prof. Dr. Ramesh Raj Kunwar and Prof. Dr. Danda Pani Adhikari. I have made due acknowledgement to all ideas and information borrowed from different sources in course of preparing this research paper. The result of this research paper has not been presented or submitted anywhere else for the award of any degree or of any other purposes. I assure that no part of the content of this research paper has been published in any form before. I shall be solely responsible if any evidence is found against my research paper.

.....

Dinesh Bahadur Rayamajhi

APF command and Staff College

Sanogaucharan, Kathmandu, Nepal

Date: May, 2024

## LETTER OF RECOMMENDATION

I certify that this thesis entitled "**HUMAN RESOURCES DEVELOPMENT IN ARMED POLICE FORCE, NEPAL**" was prepared by Mr. DINESH BAHADUR RAYAMAJHI under my supervision. The researcher has fulfilled the criteria prescribed by the Department of Humanities and Social Science, Tribhuvan University. I hereby recommend this thesis for the final evaluation and approval.

.....

Prof. Dr. Ramesh Raj Kunwar

Thesis Supervisor

Date: May, 2024



**Government of Nepal**  
**Ministry of Home Affairs**  
**APF Command and Staff College**

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### LETTER OF APPROVAL

This Thesis entitle "**HUMAN RESOURCES DEVELOPMENT IN ARMED POLICE FORCE, NEPAL**" submitted by **DINESH BAHADUR RAYAMAJHI** to APF Command and Staff College, Faculty of Humanities and Social Sciences, Tribhuvan University in partial fulfillment of Master Degree in Security, Development and Peace Studies has been approved by the undersigned members of the Evaluation Committee.

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## ABSTRACT

Human Resource Development (HRD) refers to enhance knowledge, skill, attitude and ability, capabilities and effectiveness of personnel within organization. It focuses on some important domain such as recruitment, selection, training programs, welfare, transfer, promotion, capacities building programs, career development, personnel development, organizational development and performance evaluation system of organization. HRD practices play crucial role to uphold professionalism and ensure the APF operational readiness for wellbeing and safeguarding national security. The aim of this study is to find out existing HRD practices in APF, Nepal, constraints and relation of HRD activities in career planning of APF, personnel. Academicians, new researchers, policy makers, human resources department, and other agencies will be advanced with the outcome of this research. The researcher selected qualitative research method and conducted from 14<sup>th</sup> to 23<sup>rd</sup> March, 2024 with involving current and ex- APF, personnel. Researcher collected primary data by using semi - structure questions, while the key informant interview and focus group discussion methods were employed for data collection as well. APF, Nepal is applying various practices for HRD such as training programs, career development initiatives, promotions, educational supports, welfares, performance appraisal systems, promotion system, recruitment and transfer system which emphasizes for fostering a skilled workforce. The study also incorporates a descriptive and narrative analysis based on the secondary data. The researcher examines a diverse body of literature and data through systematic qualitative methods, and identified key human resources practices in APF, Nepal, constraints and impact of human resource activities in career advancement of APF personnel. APF, Nepal is facing some constraints such as insufficient budget, insufficient of infrastructures and training equipment, inadequate modern technology, deficient advance and foreign training system, lack of modern performance appraisal system. Most of the HRD practices affect to the career planning of APF personnel. However, APF, Personnel are transforming professional knowledge, upgrading skills, enhancing capacities and changing attitudes through HRD activities. This study emphasizes efforts to address the well-being of personnel and their family members through welfare programs. Furthermore, this study highlights that APF, Nepal has been practicing several activities with facing various constraints, so APF needs to rise investment on human capital for sound performance on time.

*Keywords:* Capabilities, career, knowledge, performance, welfare.

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## LIST OF ABBREVIATIONS AND ACRONYMS

AIG	Additional Inspector General
APA	American Psychological Association
APF	Armed Police Force
APFC&SC	Armed Police Force Command & Staff College
APFC&SC	Armed Police Force Command & Staff Course
AHC	Assistance Head of Constable
ASI	Assistant Sub – Inspector
Cons	Constable
DIG	Deputy Inspector General
DSP	Deputy Superintendent of Police
FGD	Focused Group Discussion
GoN	Government of Nepal
HC	Head of Constable
HMG	His Majesty’s Government
HQs	Headquarters
HR	Human Resources
HRD	Human Resource Development
HRM	Human Resource Management
Insp	Inspector

KII	Key Informants Interview
NA	Nepal Army
NP	Nepal Police
OD	Organization Development
PA	Performance Appraisal
PGDS&DMS	Post Graduate Diploma in Security & Disaster Management Studies
SSI	Senior Sub – Inspector
SSP	Senior Superintendent of Police
SHC	Senior Head of Constable
SI	Sub – Inspector
VVIV	Very Very Important Person
VIP	Very Important Person

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# CHAPTER I

## INTRODUCTION

### 1.1 Background of the study

Human Resource Management (HRM) is administrative activities associated with Human Resources (HR) planning, recruitment, selection, orientation, training, appraisal, compensation, retention, motivation and also a function within an organization that focuses on people (Okoye & Ezejiolor, 2013).

HR are the most significant, back bone and active factor of production in any organization. All the factors like capital, materials, buildings, plant and machinery, remain inactive unless there are competent people to utilize them for producing goods and services desired by the society (Mahapatro, 2010).

Human Resources Development (HRD) is the framework for helping employees develop their skills, knowledge, capabilities, attitudes, and abilities, which in turn improves an organization's effectiveness. The concept of HRD was formally introduced by Leonard Nadler in 1969. Leonard Nadler defines that HRD as those learning experiences which are organized for a specific time and designed to bring about the possibility of behavioral change. Organizations can become dynamic and grow only through the efforts and competencies of their HR (Dayrit, 2021). HRM comprised HR and HRD where HRM is holistic approach to manage personnel in an organization.

Okoye & Ezejiolor (2013) defined that HR are the active agents who accumulate wealth, exploit material resources, build socio-economic and political organization and carry out national development (p.265). HR are responsible for creating and maintaining a positive work environment that promotes employee satisfaction and engagement. By providing regular feedback, recognition, and opportunities for professional development, HR help in boosting employee morale and keeping them motivated (Mishra, 2023).

HRD focuses on improving the skills, knowledge, and abilities of HR. It indicates the training and development programs that an organization offers to its staff members and employees to help them become more competent, enable and goal oriented (Dahiya et al., 2023).

Swanson's (2008) viewed that HRD is "a process of developing and unleashing human expertise through organization development and personnel training and development to improve performance".

Wang et al. (2017) proposed that "HRD is a mechanism in shaping individual and group values and beliefs and skilling through learning-related activities to support the desired performance of the host system". Acharya (2023) stated that HRD is concerned with increasing the knowledge, skills, attitudes and capabilities of people in an organization. HRD combining to some HRM functions, so it is a best means to prepare staff and organization based on activities like organizational development, career development, training and development. HR department performs HRM functions, such as finding, hiring, training and supporting new employees. HR department is responsible for such important tasks as reviewing resumes, keeping track of employee information, and ensuring an organization conforms with laws and employment standards. The western definition of HRD, which emphasizes developing human expertise to enhance performance through organization development and personnel training (Swanson & Holton, 2001).

Historically, the term HRD provided a conceptual umbrella under which the field began to merge, using the three-fold notion of training, education and development (Mahapatro, 2010). (Torraco & Lundgren, 2020) advanced that HRD encompasses a comprehensive set of practices, strategies and initiatives designed to enhance knowledge skills, abilities, and competencies of individuals within an organization. HRD is the important strategies of the organization due to playing role in improving employees' behaviors, general performance to individuals and organization.

HRD is rooted in the philosophy that by providing a favorable environment for individuals to express their unlimited potential, organizations can harness their capabilities to achieve their objectives Rao (1991, as cited in Paudel & Pahari, 2018). HRD focuses on optimizing the performance of individuals, committees, and groups, ultimately striving to create an enabling organization Panigrahy (1989, as cited in Paudel & Pahari, 2018). HRD is a process of developing and unleashing human expertise through organization development and personnel training and development for the purpose of improving performance (Swanson, 2022). HRD help to increase knowledge, skills, competencies, managerial skill, behavioral change and develop human relationship.

HRD is a multifaceted process that works to enhance the capabilities, knowledge and skills of individuals within an organization (Dearmer, 2023). HRD incorporate different activities to unlock human potential, foster continuous learning, cultivate a culture of excellence and innovation. Sarraf (2023) suggested that HRD focuses on improving individual and team performance through various training and development initiatives. By investing in the growth and professional development of employees, organizations can enhance their skills, knowledge, and competencies to improve performance and productivity. HRD incorporate programs such as mentorship programs, career development plans and leadership training can significantly improve employee satisfaction and morale. Employees become more proactive in seeking out opportunities for growth, sharing knowledge, collaborating across teams, reduce turnover rates and associated costs (Sarraf, 2023). HRD is the process of helping and investing on employees to acquire competencies and skills manpower. HRD is essential for any organization that would like to be dynamic and growth-oriented. It is the process of upgrading knowledge, skill and change attitude to live with the change of time.

HRD is important to identify and address skill gaps, developmental needs and performance deficiencies among employees through targeted interventions and initiatives (Piwowar-Sulej, 2021, p. 6). HRD programs respond to job changes and integrate the long-term plans and strategies of the organization to ensure the efficient and effective use of resources. HRD requires comprehensive needs assessments, performance appraisals and competency evaluations to determine the specific areas where individuals require support and development (Wallo et al., 2020). Acharya (2023) stated that HRD is a set of systematic and planned activities designed by an organization to provide its members with the necessary skills to meet current and future job demands. HRD encompasses a range of activities aimed at improving individual and organizational performance through education, training, career development, and organizational interventions (Swanson & Holton, 2001).

HRD is important for employees to enhance their skills and upgrade their existing knowledge in order to perform better. Personnel development helps in developing and nurturing employees to become reliable resources and eventually benefit the organization. HRD is the broadening and deepening of knowledge, grow job-related abilities in line with one's individual long-term professional goals by different activities including training, mentoring, coaching, stretch assignments, seminars, conferences, hands-on experimentation, and reading articles or books (Vulpen, 2023).

Armed Police Force (APF), Nepal is conducting, investing and providing different types of training, workshops, seminar, conference, field visit, foreign studies tour, internal studies tour to upgrade knowledge, develop professional skill, change attitudes and aptitudes of employee to achieve goals of organization since established period. The HR Department of APF, Nepal is taking an opportunity to show its preparedness to cope with the situation and always been ready. Recruitment to retirement is the scope of the department. To uphold the trust and image of the organization it is preparing and mobilizing the skilled HR to achieve goal as per the need to overcome the challenges (Collegenp, 2022).

## **1.2 Armed Police Force, Nepal**

The formation of APF, Nepal and HRD is rooted in the volatile situation caused by intrastate conflict in Nepal. The prime mandates of APF, Nepal is to restore peace and stability in the country. The starting phase of APF, Nepal witnessed the transfer of officers from Nepal Army (NA) and Nepal Police (NP) securities organizations. APF, Nepal established on 22 January, 2001 under Ministry of Home Affairs (MoHA) to neutralize insurgents' activities and to maintain security in the nation. The then HMG transferred about 9814 officers from NP and 120 officers from NA to join in APF, Nepal. The total 9934 APF personnel has led to the 37153 of strength now and is expanded to 77 districts of Nepal. After the resolution of Maoist insurgency. APF, Nepal has focused on border security, disaster management, public order management and other mandates which has prescribed by Nepal government (Timilsena, 2021).

APF, Nepal is adopting traditional approaches for HRD such as recruitment, training, transfer, promotion and career planning of APF personnel. The fundamental ethos of the APF, Nepal is peace, security and commitment with having mandate like public order management, control armed struggle, control separatist activities, control heinous crimes, control terrorism, riot control, border security, disaster risk reduction, protection of Very Very Important Person (VVIP) and Very Important Person (VIP), vital installation security, custom, revenue and industry security, assist to NA, other function prescribed by Nepal government (Armed Police Force Act, 2001). Its Head Quarters (HQs) is located at Halchowk, Ward No. 3, Nagarjun Municipality, Kathmandu, Nepal with having northing and easting line 270 43'02" and 85016'57" respectively with elevation 1,336.57 meters from sea level.

### **1.3. Statement of problem**

The statement of the problem defines the problem that has been addressed by researcher. The main objective of a statement of the problem is to convert the generalized issues into a specific problem so that it can be resolved more objectively in research (Henry, 2021) . HRD is a joint initiative of organization and individual personnel to upgrade existing quality knowledge, development skills, change attitudes of HR and enhance effective efficiency of personnel for better performance on time to achieve organizational goals. APF, Nepal is providing, investing, nurturing, guiding and conducting continuously different types of training, workshops, seminars, field visit programs, career development and skill development activities since its establishment. However, it has been facing several groundwork complexity and constraints for human resource development. This study examines the existing HRD practices within APF, Nepal, constraints of HRD and highlights the impact of HRD activities on career planning of APF personnel.

### **1.4. Research questions**

Research question is a concise, clear, and focused question that a researcher intention to answer through their investigation or study. It serves as the foundation of the research process, guiding the researcher in their exploration of a particular topic or issue (Majid, 2017). Despite of several best practices adopted and implemented APF, Nepal still needs better adoption of excellent practices to excel its performances and enhance its sound service delivery. For that, the researcher has formulated the following research questions to address the gaps.

1.4.1 What are the existing Human Resource Development practices in APF, Nepal?

1.4.2 What are vital constraints for Human Resources Development in APF, Nepal?

1.4.3 How does Human Resources Development practices impact in the career planning of APF personnel?

### **1.5 Objectives of the study**

Research objectives indicate in more detail the specific research topics or issues the project plans to investigate, building on the main theme stated in the research (Hussain, 2022).These

are general objectives of this study which has focused on the existing HRD activities of APF, Nepal, constraints of HRD in APF, Nepal and impact of HRD for career planning of APF, Nepal's personnel. The researcher formulated some specific objectives to complete this study which are following:

1.5.1 To analysis existing Human Resources Development practices in APF, Nepal.

1.5.2 To examine the vital constraints for Human Resources Development in APF, Nepal.

1.5.3 To assess the impact of Human Resources Development practices in career planning of APF personnel.

## **1.6 Significance of the study**

It refers to the importance and relevance of the research challenge in contributing to knowledge, understanding, or addressing practical problems (Adu & Badaru, 2022). This research provides very informative role by examining the existing HRD provisions in APF, Nepal, constraints and impact of HRD activities in career planning of APF employees. The findings of this study can contribute to the policy considerations regarding the HRD in APF, Nepal and other organization. It also provides a guideline to the decision-makers, policymakers, authorities of other security agencies, security researchers, academicians and law enforcement agencies on the potential of human resources development

## **1.7 Limitation of the study**

Limitation of the research refers to factors or constraints that may affect the interpretation, or validity of the study's findings (Olufowote, 2017). This research is prepared for the partial fulfillment of thesis as assigned by Armed Police Force Command & Staff Course (APFC&SC). The researcher has collected the data and details from the last five years of APF, Nepal. But in some of the cases the researcher has traced and employed the data from the history of APF, Nepal. The study has focused into APF, Nepal, existing practices of HRD, constraints and impact of HRD into career planning of APF personnel. In addition, there are very limited scholarly writeups about APF, Nepal and HRD available in this academia and the researcher has focused on the available limited information.

## CHAPTER II

### REVIEW OF LITERATURE

#### 2.1 Review of literature

A literature review is a comprehensive summary of previous research on a topic. The literature review is a written overview of major writings and other sources on a selected topic. Sources covered in the review may include scholarly journal articles, books, government reports, Web sites, etc. The literature review provides a description, summary and evaluation of already published source (Rhoades, 2011). There are several types of literature review methods such as narrative, systematic, and meta-analytic reviews and chronological order literature review. Researcher applied chronological order literature review for this research, where researcher analyzed existing literature on the basis of published time line.

In 19th century, F.W. Taylor contributed how work could be performed efficiently and economically. This contributed to setting performance indicators, selecting best workers and providing incentives to the workers. The psychological theories for HRD are the transformational leadership theory, introduced by James MacGregor Burns in 1978 and further developed by Bernard M. Bass in 1985. This theory suggests that leaders can inspire, influence, encourage, intellectual stimulate, fostering for innovation, performance excellence, growth, and motivate followers to achieve unexpected or remarkable results by focusing on the leader's ability to create significant change through the strength of their vision and personality. It enhances operational effectiveness, motivation, morale, performance and contributes to the overall development and well-being of personnel through a variety of mechanisms (Roberts, 1985).

De Janeiro, set out the concept of sustainable development theory in 1992. It suggests that resources that are valuable, difficult to reproduce, and non-substitutable best position a firm for long-term success. These strategic resources can provide the foundation to develop firm capabilities that can lead to superior performance over time (Russell, 1994). It posits that resources should be managed in a manner that ensures their long-term viability and availability. It applied to HRD in APF, Nepal, it emphasizes nurturing personnel skills, morale, and well-being for enduring effectiveness. This involves investing in comprehensive training, career advancement opportunities, and supportive work environments. By

prioritizing officer welfare and professional growth APF, Nepal cultivates a sustainable workforce capable of adapting to evolving challenges while maintaining morale and performance. Transfer is defined as the movement of an employee from one position to another position at the same pay grade level or similar salary. Transfer is a movement of the employee from one job to another job or some other place without change in status, responsibilities and salary (Dalton, 1997).

Davenport (1999) advanced that “the component of human capital consisted of abilities, knowledge, skill, personal talent, behavior and effort.” Organization invests on human capacity to increase quality performance of employees for successful. To fully benefit from employees’ knowledge requires a management style that focuses on engaging employees. Several emerging trends are shaping the field of HRD, including the rise of digital learning platforms, gamification of training programs, personalized learning experiences, and the integration of artificial intelligence and analytics in HRD practices (Ruona & Gibson, 2004).

HRD in an organization is a planned effort to facilitate employee's learning of job-related behavior, skills, efficiency, knowledge, and attitude in order to improve employee performance. It is a continuous process basically designed to enhance employee's motivation, performance and job satisfaction thereby improving organizational efficiency and effectiveness. In the present context, the role of HR in overall management of an organization has become increasingly important than ever before (Baniya, 2004).

According to Swanson (2008) HRD explain and carry out its process and roles, depend on three core theory. Like psychological theory, economic theory, and systems theory. The psychological theory captures the core human aspects of developing HR as well as the socio-technical interplay of humans and systems. Economic theory covers the core issues of the efficient and effective utilization of resources to meet productive goals in a competitive environment and systems theory explains the complex and dynamic interactions of environments, organizations, process, group, and individual variables operating at any point in time and over time.

According to Swanson (2008) scarce resource theory explained that HRD must justify its own use of scarce resources, sustainable resource theory explains that HRD must add values to creating sustainable long-term economic performance and human capital theory believe

HRD must add short-term and long-term value from investments in the development of knowledge and expertise in individuals and groups of individuals.

According to the Swanson (2008) gestalt psychology theory illustrates that HRD must clarify the goals of individual contributors, work process owners or organization leaders. Behavior psychology theory believed that HRD must develop the knowledge and expertise of individual contributors, work process owners, and organization leaders and cognitive psychology theory explained that HRD must harmonize the goals and behaviors among individual contributors, work process owners, and organization leaders. These theories also help to understand APF personnel behavior.

According to the Swanson (2008) general systems theory refers that HRD must understand how the subsystems connect and disconnect from the host organizational system. Chaos theory explains that HRD must help its host organizational system retain its purpose and effectiveness given the chaos it faces. Futures studies theory describes that HRD must help its host organizational system shape alternative futures. Retirement is when someone leaves the workforce for good. Retirement can be voluntary or involuntary, it can be gradual or sudden, and it can be temporary or permanent

Human capital theory separates training into two types, general training and specific training. General training is any training provided by an organization that another organization can use. Specific training is any training provided by one organization that is specific to that organization. In other words, it is training that would have little use in other organizations (Ulferts et al., 2009). The paramilitary and police are suffering from both quantity and quality challenges HR (Bhonsle, 2010). HRD is the challenging domain to manager. Training and development of employees is one of the tools of competitive advantage of organizations.

Edward Lorenz, developed the chaos theory in 1963. Chaos theory states that even the smallest change in conditions can have enormous consequences on future events. By adopting a leadership attitude of flexibility, open mindedness and resilience and always keeping an eye on the bigger picture we can harness the infinite power of the little and make a real impact (Pryor & Bright, 2011). A review of literature is a critical summary and evaluation of existing research and scholarly works relevant to a particular topic or research question (Rhoades, 2011). The review of literature is essential fundamental guideline for contextualizing research, identifying gaps, building theoretical frameworks, guiding methodological choices, validating research design, addressing ethical considerations, and

citing relevant sources. Ludwig von Bertalanffy developed 'general systems theory' in 1937. General system theory introduced key concepts such as open and closed systems, stressing the role and importance of context and environment, uniformity, or the way systems can reach the same goal through different paths (Ryan, 2011).

Noe (2010) highlighted that the importance of aligning training initiatives with organizational goals and individual learning needs. Training and development programs are fundamental to HRD efforts. Work force planning grew during the 1960s and early 1970s in a period of relative economic stability when unemployment was low and organizations were faced with supply shortages and they need to improve labor utilization (Schwarzer, 2014).

The term Performance Appraisal (PA) refers to the methods and processes used by organizations to assess the level of performance of their employees. The main goal of the PA in organizations is to improve employee performance and give feedback to the personnel regarding their performance. This process usually includes measuring employees' performance and providing them with feedback regarding the level and quality of their performance DeNisi and Pritchard (2006, as cited in Dijk & Michal, 2015).

The systems theory of management, created by Ludwig von Bertalanffy in 1968. This theory views organizations as complex systems composed of interrelated parts working together to achieve common goals (Drack & Pouvreau, 2015) . The HR function in an APF, Nepal is seen as a subsystem that interacts with other organizational subsystems like operations, training, and logistics to ensure the organization's effectiveness and adaptability. Effective HR practices, such as training, leadership development, and welfare management, are crucial for maintaining the system's balance and achieving mission readiness. By applying Systems Theory, APF, Nepal can optimize its HR capabilities, enhancing overall organizational performance and resilience.

According to the (Landers et al., 2015) Psychological theories play a crucial role in HRD by providing a foundation for understanding human behavior, motivation and learning in the workplace. These theories help HRD authorities to gain perceptions into individual and group dynamics, identify factors that influence performance and productivity, and design effective training and develop programs and enhance employee engagement. HR is a prominent element in an organization compared to other elements like capital, technology and fund as it is the human itself who will control the side elements (Mulang, 2015). Training and

development can be defined as planned effort from the organization to improve staff's knowledge, skills and competence. Training and development are both same concepts to improve knowledge, skills and capabilities of personnel.

According to Sarevlo (2016) there are three fundamental component are as of HRD like individual development, career of professional development, and organizational development. All three components focus for individual performance improvement of the organization.

Training is the act of increasing the knowledge and skill of an employee for doing a particular job. It is a short-term educational process and utilizing a systematic and organized procedure by which employees learn technical knowledge and skills for a definite purpose. Dale S Beach defines the training as “The organized procedure by which people learn knowledge and skill for a definite purpose (Babjohn et al., 2017a). Training is teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization.

Career development is an ongoing process by which individual's progress through a series of stages, each of which is characterized by a relatively unique set of issues, themes, and tasks (Abed Mahidy Alhalboosi, 2018) . According to (Kapur, 2018) recruitment is the process of identifying, screening, shortlisting and hiring of the potential HR for the purpose of filling up the positions within the organizations. It is the central function of HRM. Recruitment is the process of selecting the right person, for the right position at the right time. Organizations employ various strategies to facilitate HRD, including training and development programs, performance management systems, mentoring, coaching, and succession planning (Watson, 2018). Personnel skills are acquired through vigorous professional training (Akinade, 2019). where APF, Nepal also conducting in-service training for enhancing professional knowledge.

The development and empowerment of HR is a process to improve human knowledge, expertise and skills as well as the abilities of people in society. The training activities is to improve work skills in meeting the demands of the most effective ways of working at the present time. While the focus of HRD activities is to maintain and enhance the existence of an organization or company in an effort to anticipate future business demands (Dong et al., 2019). The development and empowerment of HR is a process to improve human knowledge,

expertise and skills as well as the abilities of people in society. The difference between training and HRD lies in the focus of its activities, namely in the focus of training activities is to improve competency a work skill in meeting the demands of the most effective ways of working at the present time. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives (Ndebele, 2019). Performance management is helpful in improving employee and organizational productivity and sustaining organization development outcomes.

Seabury C. Gilfillan developed futures studies theory in 1910s. Gilfillan emphasized the necessity to have a good knowledge of history and to examine alternative scenarios. This theory focuses on the systematic study of possible, probable and preferable futures including the worldviews and myths that underlie each future. It emphasizes the importance of proactive planning and strategic foresight in preparing for future challenges and opportunities. Gilfillan advocated for a systematic approach to talent management, training, and organizational development, tailored to meet the evolving needs of law enforcement agencies and ensuring effective performance in changing environment (Ballandonne, 2020).

Hasibuan (2016, as cited in Muhammad, 2021) stated that motivation is a driving effort to mobilize and create the spirit and passion of pegawai to be willing to work and work to get the effectively and synergistically so as to obtain maximum results. Santoso in Dewi (2017, as cited in Muhammad, 2021) stated that transfer is the transfer of employees from the excess energy part to the part that requires energy. Retirement refers to the time of life when one chooses to permanently leave the workforce behind (Kagan, 2021).

Furthermore, Mangkunegara (2017, as cited in Muhammad, 2021) stated that motivation is seen from one's attitude to an organization in dealing with work situations. From the various definitions that have been mentioned can be concluded that motivation is the thrust that causes an employee to exert all the ability to carry out the obligations and tasks given so that the desired goals can be achieved.

According to Hasibuan (2016, as cited in Muhammad, 2021) employee transfer is one of the tasks of employee development carried out by moving or changing the position of employees both vertically and horizontally within an organization. According to Mathis and Jackson in Princess (2016, as cited in Muhammad, 2021) performance is the things that an

employee does or does not in carrying out its work. APF, Nepal also adapting regular transfer system to increase moral and motivation as well as job satisfaction. Professional trainability of a soldier in a modern army, to an extent, depends on his mental process. Educational training of men plays a vital role in broadening the mental horizon of individuals and should, therefore, go a long way in improving their professional efficiency (Pattanayak, 2021).

According to Samsudin in Putri (2016, as cited in Muhammad, 2021) performance is output or the work of employees both as a group and individually in an organization. Based on various definitions, it can be concluded that performance is the result of work achieved by an employee in accordance with the duties and duties of his tires to achieve organizational goals. Sutrisno (2016, as cited in Muhammad, 2021) stated performance is the result of the work of employee in an organization that is carried out in accordance with the obligations and responsibilities charged to him to achieve a certain goal.

The moral development theory suggests that moral development occurs in a series of six stages of sequential growth, obedience and punishment, helpful purpose, good boy nice girl, law and order, social contract and universal ethical principle. This theory applies in APF, Nepal through HRD practices which focuses on cultivating ethical decision-making. Training programs integrate real-world scenarios, encouraging personnel to reflect on problems and develop moral judgment. Leaders play a pivotal role in modeling ethical behavior and fostering a culture of integrity. Continuous education and reinforcement support officers in directing complex situations with fairness and adherence to legal and moral principles, as well as enhancing professionalism and trust within the force for better performance (Cherry, 2018) .

Employee engagement refers to the degree to which employees are fully involved in their work and the strength of their commitment to their job and the company (Mohammed et al., 2022). Employee retention is an organization's ability to keep its employees under contract, making for a more stable, productive workforce (Pratt, 2022). It is the organizational goal of keeping productive and talented workers and reducing turnover by fostering a positive work atmosphere to promote engagement. This includes showing appreciation to employees, providing competitive pay and benefits, and encouraging a healthy work-life balance.

According to Edwin Flippo, a transfer, "is a change in job where the new job is substantially equal to the old in terms of pay, status and responsibilities"(Arya, 2023). Transfer means a

change in job assignment usually at a different location, department, or unit. It refers to a horizontal or lateral movement of an employee from one job to another in the same organization without much change in his status or pay package.

The organization which wants to be vibrant and growth oriented must invest in its HR. Dahiya et al. (2023) mentioned that the most important and distinctive active factor of production is HR. All other production variables are passive and rely on HR for effective usage. The development of HR is a necessity for the success of an organization. HRD entails improving the capabilities, expertise, and abilities of HR. He focuses on tools and component for HRD such as training, career development, performance management, individual development, organizational development, coaching, mentoring, succession planning, identifying key employees, financial aid and welfare. Security officers need a variety of training, including basic security training, specific training related to their roles and ongoing training to keep their skills and knowledge up-to-date (Davey, 2023). HRD encompasses the enhancement of employees' capabilities through organizational development, training, and developmental activities. The objective of HRD is to enhance employee performance. Within HRD, three primary components include HRM, quality improvement, and career development, which are further delineated into training and development, organization development, and career development.

Oxenfeldt and Kelly developed the resource scarcity theory in 1969. This theory focuses on how organizations manage their resources, particularly in the context of limited availability (McDermott & Butler, 2023). It suggests that organizations must prioritize and allocate resources efficiently to achieve their goals effectively. The Resource-Scarcity Theory emphasizes the importance of strategic decision-making and resource allocation processes in organizations facing constraints such as financial limitations, limited manpower, or restricted access to essential materials. It highlights the critical importance of efficient allocation and utilization of limited resources, including manpower, training facilities, and budgetary allocations. By applying this theory, APF, Nepal can strategically prioritize HRD efforts, focusing on training programs, skill enhancement initiatives, and talent retention strategies that maximize the impact of available human resources.

Libraries play important roles in the Nigerian education system. The main function of an academic library is to provide materials for teaching and research for members of the academic community, the library building where reading takes place and large collections

which are consulted by users. Without skilled professional, academic library can be seen as glorified warehouse (Onyeneke & Obasi, 2023). Performance appraisal and HRD are based on maximizing efficiency, human potential, and individual development to achieve organizational objectives effectively. It contributes to continuous performance improvement and the overall wellbeing of the workforce (Paudel, 2023).

The human capital theory, first put out by Adam Smith in 1776, contends that each worker possesses a set of abilities and skills that can be enhanced or increased through training and education. Nevertheless, Gary Becker, economists refine the concept in 1964. This theory posits that investments in human capital like education, training, and health are critical for improving productivity, performance and efficiency, similar to investments in physical capital (Ross, 2023). It is relevant in HRD within the APF, Nepal by recognizing officers as valuable assets whose skills and knowledge can be enhanced through investment in training and education. By aligning training programs with the specific needs of law enforcement, such as tactical skills, conflict resolution, and community engagement, HRD maximizes the effectiveness and efficiency of officers. Investing in the development of human capital ensures a skilled and adaptable workforce capable with enhancing the overall performance and professionalism of the APF personnel.

The social learning theory, introduced by Albert Bandura in 1977, extends beyond traditional behaviorism, emphasizing the interplay between cognitive processes, behavior, and social influences. It highlights the role of observation, modeling, and self-regulation in skill acquisition and decision-making. Through realistic training scenarios, role modeling by experienced officers, and reflective debriefing sessions, this theory enhances learning outcomes and promotes ethical conduct. By integrating cognitive factors into training methodologies, APF, Nepal can cultivate adaptive behaviors and decision-making skills crucial for complex and dynamic law enforcement environments, fostering professional development and mission effectiveness (Tadayon Nabavi & Bijandi, 2012).

Several scholars have analyzed different mechanism for HRD in various organization but still now there are open space and some domains are not incorporating as study subject regarding HRD of APF, Nepal personnel. This study has focused on HRD of APF, Nepal, existing HRD practices, constraints and impact of HRD practices on career planning of APF personnel.

## **2.2 Theoretical concept**

Systems theory highlights the interconnection of HRD practices within the broader organizational context, emphasizing the need for alignment with strategic goals and environmental dynamics (Hansen et al., 2020). The spirit of systems theory is interdependence. Interlocking relationship among the parts of a system from to create a structure that exists among other system. When one part of the system changes, the effect is touched within the system and other systems. HRD is aground in several theoretical perspectives, including human capital theory, social exchange theory and systems theory. Human capital theory emphasizes the investment in employees' knowledge, skills and abilities as a means of enhancing organizational productivity and competitiveness (Becker, 1962).

Social exchange theory underscores the reciprocal relationship between organizations and employees, where investment in HRD contributes to increased commitment and engagement (Blau, 2017). In APF, Nepal, human capital theory, social exchange theory and systems theories effect on investing in the training, skills, and well-being of personnel to enhance their effectiveness, adaptability, and operational readiness. Such investments not only improve the personnel capability to respond to challenges but also contribute to the overall value and efficiency of the organization. By focusing on the development of its members as key assets, APF, Nepal can achieve higher levels of professionalism, performance, and morale, which are essential for fulfilling its demanding role.

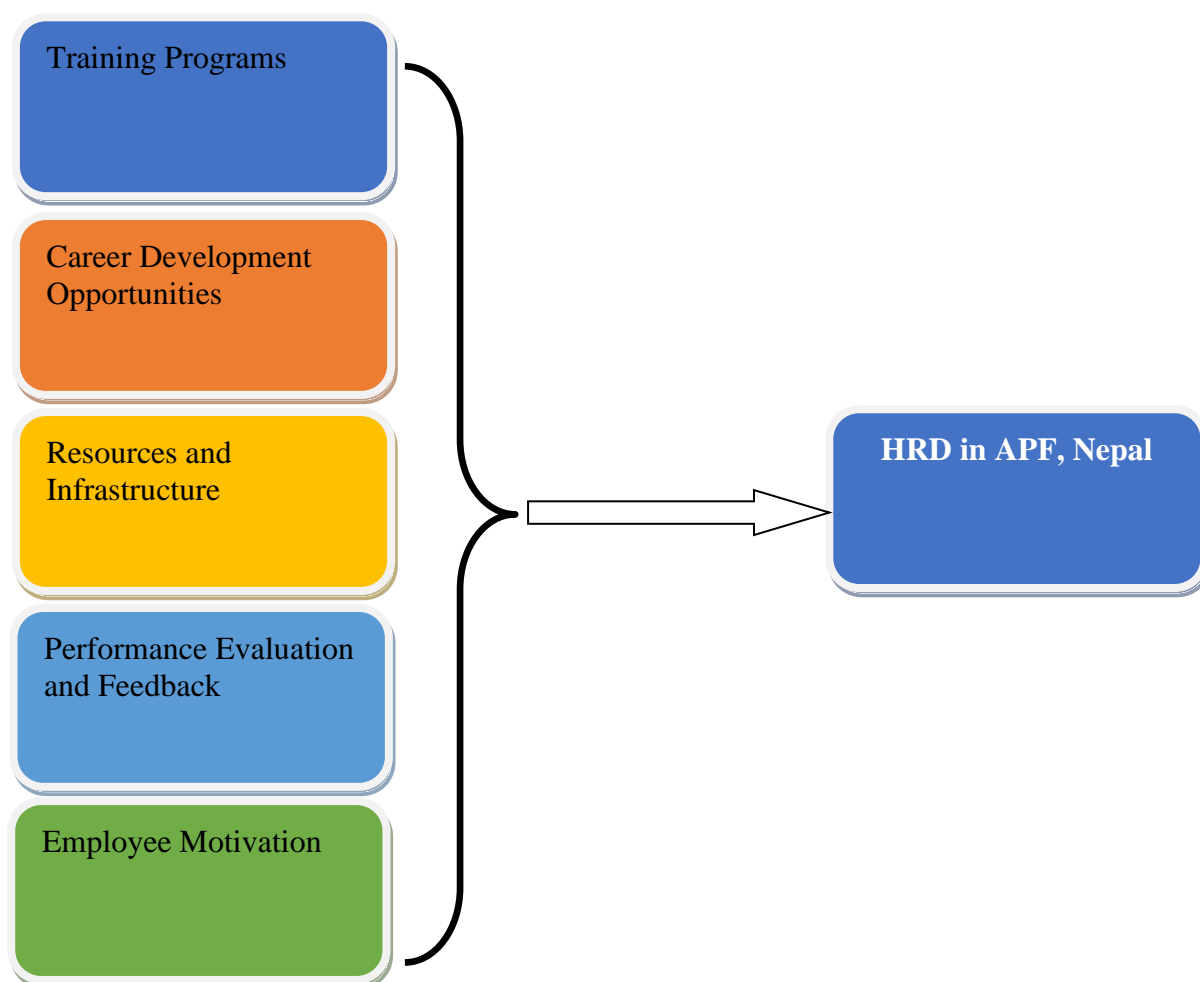
## **2.3 Conceptual framework**

A conceptual framework provides the theoretical foundation and structure for understanding, analyzing, and interpreting the research study. The conceptual framework helps researchers conceptualize the relationships between variables or phenomena under study and guides the development of research questions, and data collection methods (Adom et al., 2018). Conceptual framework serves as a foundational framework for research, providing a conceptual lens through which researchers can interpret and explain their findings and contribute to the advancement of knowledge within their field. The researcher applied following conceptual framework for this study. In this conceptual framework the researcher assumed that human resources development in APF, Nepal is dependent variables because it is depended on result of other factors such as training programs, welfare, performance level,

policies, accident, disaster, morale and motivation. If other variables change their position, then it also changes its situation. The conceptual framework as following:

**Figure 2. 1**

*Conceptual Framework*



*Source:* Adapted and modified from Adom & Hussein (2018).

### 2.3.1 Training programs

The effectiveness of different training methods in law enforcement agencies and their impact on personnel performance. APF, Nepal is conducting diverse training approaches to the specific needs and roles of personnel within law enforcement agencies. It emphasized the significance of content relevance, trainer expertise and feedback mechanisms in enhancing training effectiveness and promoting skill acquisition among employees (Arthur et al., 2003). In this concept training programs is the one of the most important independent variables

which directly affects to HRD level. There are other factors such as disaster, accident, training related policies, welfare programs, and directives which are working as moderate variables and effect to the HRD practices.

### **2.3.2 Career development opportunities**

(DeRue & Wellman, 2009) examined that the impact of career development opportunities on employee engagement and retention in military organizations. The study emphasized the importance of structured career paths, promotion policies and succession planning in fostering employee commitment and enhancing organizational performance. It also focuses the role of leadership development programs in nurturing talent, building leadership capabilities, and driving strategic initiatives within military organizations. Career development opportunities are assuming here as intervening factors such as foreign training, promotion of APF, personnel.

### **2.3.3 Resources and infrastructure**

Resources and infrastructure play a pivotal role in HRD by providing essential support for education, training, and skill enhancement. Adequate resources such as funding, technology and physical facilities enable the implementation of effective learning programs and initiatives. Infrastructure, including transportation, communication networks and educational institutions, facilitates access to opportunities for skill development and knowledge acquisition (Uddin et al., 2016). So, the availability and quality of resources and infrastructure significantly influence the effectiveness of HRD efforts. Availability of resources is assuming as independent variables factors such as infrastructures, budgets where these factors direct effect to HRD practices in APF, Nepal.

### **2.3.4 Performance evaluation and feedback**

Pierce (2008) examined the effectiveness of different performance evaluation practices in improving employee performance and development outcomes. It focuses that the significance of clear performance criteria, transparent evaluation methods and timely feedback in enhancing employee performance, job satisfaction and organizational effectiveness. It emphasized the importance of positioning performance expectations with organizational goals and providing constructive feedback to support employee growth and development. In this concept training is independent variable and this performance evaluation and feedback

are working as intervening variables for the HRD in APF, Nepal. If there is high level of performance of all personnel the researcher understands that APF, Nepal is practicing comprehensive HRD practices to enhance knowledge of personnel.

### **2.3.5 Employee motivation**

Employee's motivation and engagement are pivotal for the success and effectiveness of the any organization. Fundamental motivation, stemming from the inherent satisfaction in meaningful work and extrinsic rewards such as extra allowance, bonuses and promotions, play significant roles. Job satisfaction, reflecting employees' feelings about their work environment and relationships along with organizational commitment, which denotes dedication to organizational goals and values, are crucial variables for HRD (Shrestha, 2019). Personnel motivation is working as intervening factors in this concept, where, if personnel are highly motivated the researcher comprehend that APF, Nepal is practicing HRD practices properly.

## CHAPTER III

### RESEARCH METHODOLOGY

#### 3.1 Research methodology

Research methodology refers to the systematic approach and techniques employed to conduct research, including the design, data collection methods, and analysis procedures. It outlines the steps and procedures used to investigate research questions or hypotheses, ensuring rigor, reliability, and validity in the research process. The research methodology help to apply appropriate research techniques, design effective data collection instruments, analyze and interpret the data (Adedoyin, 2020). The research design, methods, natures and sources of data, data processing and analysis along with presentations has employed for this research. In this study, the researcher depended upon both primary and secondary sources of data. In order to gather primary data, Key Informants' Interview (KII) and Focus Group Discussions (FGD) were conducted on the thematic issues with using semi - structure questions.

All respondents are selected from different ranks through judgmental sampling method within APF, Nepal HQs, Halchowk, APF, Nepal No. 9 Brigade Kathmandu, No. 19 Battalion of APF, Nepal, Kathmandu and National APF, Nepal academy, Mathatirtha. These units have selected based on the size of the unit, the availability of the personnel as well as the consent given by the respective commanding officers of the unit. Selected Respondents are males, females and ex- APF personnel. Respondents randomly selected from different rank such as Followers, Constable (Cons), Assistance Head of Constable (AHC), Head of Constable (HC), Senior Head of Constable (SHC), Assistant Sub – Inspector (ASI), Sub – Inspector (SI), Senior Sub – Inspector (SSI), Inspector (Insp), Deputy Superintendent of Police (DSP), Senior Superintendent of Police (SSP), Deputy Inspector General (DIG) and Additional Inspector General (AIG) of APF, Nepal including ex- APF personnel. The inclusion criteria for the questionnaire survey were male and female from current and ex- APF personnel.

The researcher visited the mentioned area for 10 days in person from 14<sup>th</sup> to 23<sup>rd</sup> March, 2024. During the period of study all together 55 APF personnel are interviewed by researcher for research purpose. The data collected through interview, observation, notes and pictures. The researcher has applied inductive research approach, qualitative research design with data collection, field work, data analysis, interpretation, quality and standard of data collection and

concluding the whole work. Primary data has collected from interview with KII, questionnaire and FGD including strategic level leaderships and different ranks of APF personnel. All available data have rationally analyzed and concluded thoroughly.

The primary and secondary data sources are used for the justification of the research. For the qualitative data interpretation, qualitative content analysis, interpretive phenomenological analysis and thematic analysis are entertained as the technique then collect data through interview. Basically, this section deals with following sub- topic in the study.

### **3.1.1 Research approach**

Research approach encompasses the all strategy guiding for researchers to conduct their investigations, select approach and methods. Research design refers to the specific plan in detailing data collection methods, sampling techniques, and analysis procedures chosen to address research questions or hypotheses, ensuring systematic and demanding inquiry (Grover, 2015).

For this research, the researcher adopted inductive approach, qualitative research method to analyze the HRD in APF, Nepal. The interpretive paradigm is used to investigate the context. The researcher sought to understand the prospects of the subject and attempted to explore findings. Training mechanism, infrastructures, moral motivation, career planning and performance appraisal systems are key observations area in this research. Based on the nature of research, the researcher applied qualitative method. The data collected though qualitative methods such as interview, observation, KII and FGD for the study. Wide range of literature have consulted for funneling of acquired information in given. For the validation of topic both primary and secondary data are triangulated from different way. This qualitative study has more focused on describing and understanding a phenomenon with reference for concept, actions, process and relationships.

### **3.1.2 Area of the study**

The area of study refers to the specific subject or domain that the researcher focuses on investigating. It defines the scope and boundaries of the research inquiry, defining the topic, themes, and phenomena under examination (Akanle, 2023) .This study has very limited area within APF, Nepal organization. The study has analyzed HRD system of APF, Nepal and more focus on existing HRD activities, constraints and impact of HRD activities on career

planning of APF personnel. For the investigation of research question the researcher has conducted interview with judgmental sampling officers.

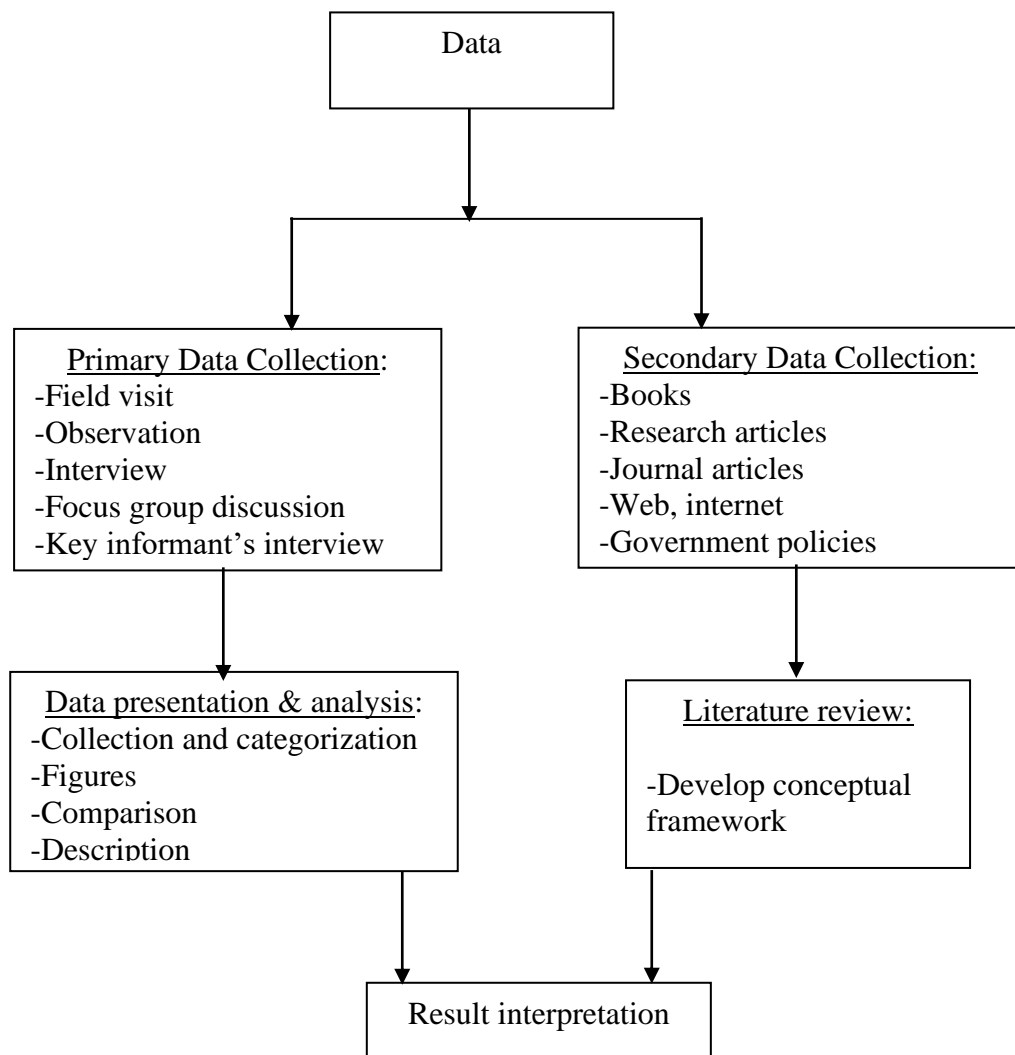
### **3.1.3 Research sample**

Research sampling involves selecting a subset of individuals or units from a larger population to represent it for study. It enables researchers to make inferences about the population based on the characteristics of the sample (Makwana et al., 2023). Sample size for the study is taken from the method of systematic and judgmental sample and took the information on HRD system of APF, Nepal. To collect the data and information, researcher visited the study areas, met APF personnel and collect quantitative and qualitative data regarding research questions.

### **3.1.4 Nature and sources of data**

Sources of data refer to the origins or locations from which researchers collect information for analysis. These sources can include primary data which obtained directly from original observations or measurements, or secondary data which sourced from existing records, publications, or databases. Primary sources often involve surveys and interviews while secondary sources encompassed literature reviews, archival records, and publicly available datasets, offering diverse avenues for data acquisition and analysis (Ajayi, 2023).

For the primary data, the researcher visited at the research area and consulted with APF personnel including FGD and KII. The mentioned personnel were provided questions and it was documented by the researcher. The researcher collected secondary data through different journals, books and articles, histories, online search train, books, articles, archival documents.

**Figure 3.1***Sources of Data*

*Source:* Designed by Researcher, (2080).

### 3.1.5 Primary Data

Primary data refers to original data collected first hand by researcher for a specific research purpose. These data are gathered through direct observation, surveys, interviews, experiments, or other methods tailored to the research question. It is unique to the study and has not been previously collected or published (Curtis, 2008). The primary data were based on the interview through semi-structure questions with the respondents.

The researcher also collected primary data through the observation of study area. The researcher designed semi - structure questions well to understand easily by the respondents and asked questions effectively and clearly. The questions are listed in appendices 'A', 'B' and 'C' of this thesis. The researcher briefed in detail to the respondents about the purpose of study. Collected data are checked, verified and analyzed in depth through descriptive and explanatory method during the period of study. To control quality data, researcher regularly verified the data during the period of data collection.

### **3.1.6 Secondary data**

Secondary data refers to existing data that was collected by someone else for a purpose other than the current research. It includes information gathered from sources such as government publications, academic journals, organizational records, or datasets (Chivaka, 2018).

The secondary data's have taken from journal articles, books, government and intergovernmental organization's reports, research papers, websites etc. Likewise, relevant works, publications, the laws and regulations promulgated by the government on HRD also was the sources of secondary data. Collected data was checked, verified and analyzed in depth through descriptive method during the period of study. Any inaccuracy and inconsistency data were corrected accordingly. To control the data quality, researcher regularly verified the data during the data collection time.

### **3.1.7 Method of data analysis**

Data analysis involves systematically examining, interpreting, and synthesizing collected data to derive meaningful insights, identify patterns, and draw conclusions relevant to the research objectives. It encompasses various techniques and methods, including statistical analysis, qualitative coding, thematic analysis, and data visualization (Abdul-Jabbar & Farhan, 2022).

The data collected from the primary sources and secondary data collected from different online and physical mediums were analyzed, possessed and synthesized through analytically and rationally with peculiar presentation and concluded for appropriate findings. Unnecessary information beyond the objectives are eliminated, briefed and editing was done through detail analysis.

### **3.1.8 Ethical consideration**

Ethical consideration in research is critical. It distinguishes between right and wrong and assist in determining the differences between acceptable and unacceptable behaviors. An ethical consideration in research refers the norms and standards for conduct. Norms and values, ethics and discipline, honesty and integrity, carefulness and confidentiality, respect for international property rights, openness and honor, legality and valued to respondents are consider as ethical consideration (Cacciattolo, 2015) . During this research, code of ethics of American Psychological Association (APA) 7<sup>th</sup> edition is followed strictly. Full consent was obtained from the participants prior to the study. The dignity, privacy, and autonomy of the respondent was respected and autonomy of them was insured.

The research is purely academic and there is no sponsorship for the research purpose. Acknowledgement and intellectual property rights are reserved as per the law of the research during the entire process. This study promised to protect the confidentiality of the individuals and organizations respectively. The sources and data were kept confidential as per the ethics of the research and everything has completed with honesty and transparency. Therefore, this research is conducted by adopting the general principals of ethics as responsibility, justice, and the respect for the intellectual property rights, conscious on multiple roles, rule of consent, confidentiality and privacy.

Researcher acknowledged and cited for the guidance and intellectuality for their credit to carry out this research during entire research period. The identity is kept anonymous, if necessary, the pseudonym is use to protect the identity in qualitative parts.

## CHAPTER IV

### FINDINGS AND DISCUSSION

#### 4.1 Finding

This researcher has some specific objectives like existing HRD practices, constraints, impact on career planning of APF, Nepal personnel. This study used qualitative research design for the investigation process. The data collected from KII and FGD method with a sample of 55 current and ex- APF personnel. The results of this study display that the implementation of different training programs is playing crucial role to enhance sound professionalism of personnel in APF, Nepal. The finding of this research highlights that training plays key role to maintain skill, knowledge and change attitude of personnel. The result of this study suggests that APF, Nepal should strongly invest on human capital for their quality of knowledge, skill and attitudes for more quality service and performance.

##### 4.1.1 Demographic characteristics of respondents

Researcher selected all respondents from APF, personnel including males, females and ex- APF personnel. The respondents randomly selected from different rank such as Followers, Cons, AHC, HC, SHC, ASI, SI, SSI, Insp, DSP, SSP, DIG and AIG of APF, Nepal including ex- APF personnel. The demographic characteristics of the respondents as following:

**Table 4.1**

*Characters of Respondents*

Gender	Frequency	Total	Percent
Age	24-33	15	27.27 %
	34-43	30	54.55 %
	44-53	10	18.18 %
Sex	Male	50	90.91%
	Female	5	9.09%
Work Experience	Less than 5 years	4	7.27 %
	5-10 years	7	12.73 %
	10 -20 years	34	61.82 %
	Above 20 years	5	9.09 %
	Retired personnel	5	9.09 %
	Total	55	100.0%

Source: Field survey, (2024).

The table reveals that the 55 members responded the questions who are the current and ex - personnel of APF, Nepal. Out of 55 only 50 (90.91 %) were male and 5 (9.09%) were females and in the same way, out of 55 only 50 were current service holder APF personnel and remaining 5 males were ex-APF personnel. The study also explored that 61.82 % (majority) of the staffs have completed 10 years of job experience in the organization. On the other hand, 7 members have experienced in between 5 to 10 years, whereas, 7.27 % personnel had less than 5 years of work experience, out of the total respondents, only 9.09 % personnel had above 20 years of service experiences and only 9.09% respondents were ex-APF personnel. The study also revealed that the participants who responded the questions were of three categories by the age factor. The first category was of the age between 24 to 33 years making 15 (27.27 %) respondents, others 34 to 43 years comprised 30 (54.55 %) respondents, and the third one between 44 to 53 years were 10 (18.18 %) respondents.

#### **4.1.2 Other agencies**

Some other security agencies and civil service sector also apply various practices for HRD within their organizations. Most of the organizations have been using same types of practices for their better performance.

##### **a) Nepal Army**

On the basis of Nepal Army Act, 2006, Nepal Army encompasses diverse initiatives of HRD practices for enhancing skills, knowledge, and change attitudes of its personnel. This includes training programs covering combat skills, leadership, and peacekeeping operations. Career advancement schemes recognize merit and competence, facilitating professional growth within the organization. Personnel welfare programs prioritize the well-being of soldiers and their families, offering healthcare services, education facilities, counseling support, and recreational facilities, housing accommodations facilities. Through these activities, NA foster a culture of excellence, and ensure the resilience of its personnel. One of the respondents stated that

*Nepal Army is the oldest security institution in Nepal and it is an example for other organizations in regards to HRD practices. APF, Nepal has adopted most of the best HRD practices implemented in Nepal Army. NA is conducting different types of basic and advance trainings similar to APF, Nepal's mandates and nature and through these trainings, NA personnel are enhancing sound professionalism.*

**b) Nepal Police**

The Nepal Police is also well implementing its HRD policies to enhance the performance of its personnel and organization through the latest trends and techniques. The Nepal Police Act, 1955 mentions that HRD practices focus on training, education, career advancement, and personnel welfare. Training programs cover various aspects of law enforcement, including crime investigation, public safety, crowd control, and disaster response. Career advancement arrangements recognize merit and competence, facilitating professional growth within the organization. Personnel welfare initiatives prioritize the well-being of officers and their families' members. These activities enhance the skills, knowledge, and overall effectiveness of NP in maintaining law and order. One of the respondents stated that

*Nepal Police is adopting the best HRD practices to enhance knowledge and skill of their personnel. Nepal police has also welfare system, career planning system, basic training and advance training.*

**c) National investigation department**

Nepal Special Service Act, 1985 mentions about appointment, transfer, promotion removal from the service and other conditions of service of employee of the service shall be as prescribed. These initiatives foster motivation and professionalism of personnel for better performance. One of the respondents stated that

*National Investigation Department conducts training programs to its personnel. Currently, since last 10 years, NID senior officers and junior officers are being trained by APF Nepal for their basic training. Additionally, NID officers also participate in NA and APF Nepal's Command and Staff Course.*

**d) Civil service**

Again, Civil Service Act, 1993, mentions that HRD for Civil Bureaucratic Officers is crucial for effective governance and public service delivery. Development activities include training programs covering administrative procedures, policy analysis, and leadership skills. Educational opportunities are provided through scholarships and study leave to enhance expertise in relevant fields. Career advancement systems recognize merit and competence,

fostering motivation and professionalism. These activities support to increase professional knowledge and personnel skill. One of the respondents stated that

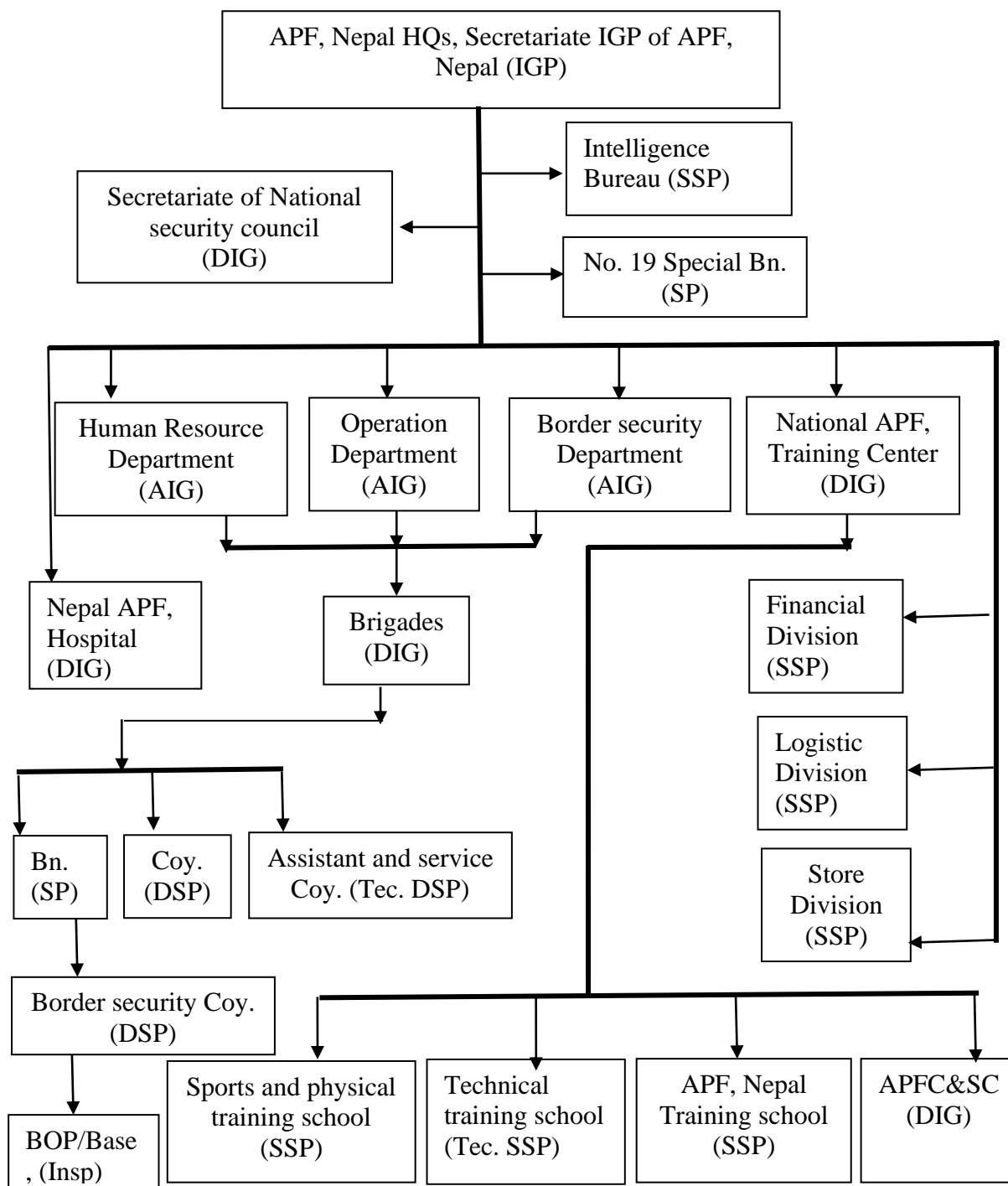
*There are very limited training opportunities in civil services. Health service and other, allowances, welfare programs are very successfully contributing to enhance moral, motivation, job satisfaction, work life balance of personnel.*

### 4.1.3 Organization structure

After promulgation of APF regulation 2015 then after, the name of APF has been changed to APF, Nepal with having several mandates as central security force. It has expanded up to 77 districts of Nepal with having following organogram.

**Figure 4.1**

*Organogram of APF, Nepal*



Sources: APF, Nepal HQs, Personnel Administration Section, (2080).

The figure 3 reveals that on top of the organogram lies the Secretariate of APF, Nepal IGP who oversees the entire force. Reporting directly to the MoHA, under the secretariate of APF, Nepal IGP has various Directorates and Departments. The force is organized into several department, directorates and divisions including administration, operations, border security, intelligence, logistics, and training. Each department is headed by AIG, directorate by DIG, division by SSP, Battalion is headed by SP and Company by DSP. These commanders are responsible for the efficient functioning of their respective departments, directorate and division and report with adopting chain of command. Below the departments, there are directorates, divisions, brigade, battalions, company and other units.

At the operational level, there are all regional brigade HQs responsible for control the deployment and operations of APF, Nepal units across the respective regions. Under the command of the brigades, there are APF, Nepal battalions' companies and security bases which are responsible for ensuring law and order, maintain border security, supporting government initiatives as needed. This hierarchical structure enables effective command and control, ensuring the fulfillment its mandate of maintaining internal security and protecting Nepal's borders. The strengths of APF, Nepal as following:

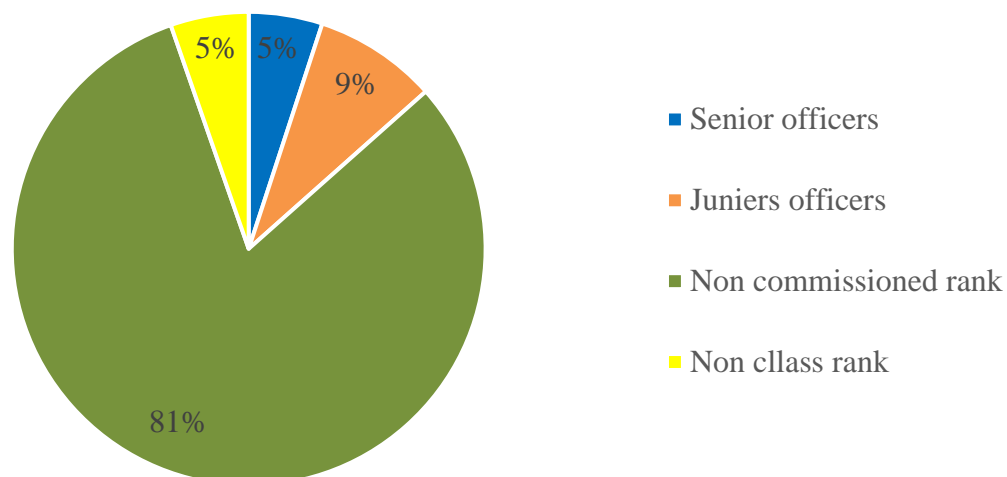
**Table 4. 2**

*Strengths of APF, Nepal*

Rank	Strength
IGP	1
AIG	3
DIG	18
SSP	42
SP	167
DSP	488
Insp	1149
SSI	106
SI	1388
ASI	1631
SHC	2764
HC	5423
AHC	8177
Cons.	13813
Followers	1983
Total	37153

*Sources:* APF, Nepal HQs, Personnel Administration Section, (2080).

The table reveals that APF, Nepal has fifteen different ranks having 37153 existing strengths in total. Out of that strength, 1983 noncombatants are as followers, 30177 as other rank personnel ranging from constable to SHC ranks, 3125 are as junior officers ranging from ASI to SSI, and 1868 are as senior officers ranging from Insp to IGP.

**Figure 4.2***Strength of APF, Nepal*

*Sources:* APF, Nepal, HQs, Personnel Administration Section, (2080).

Based on the above chart APF, Nepal personnel are basically categorized in four groups such as i) Senior Officers, ii) Junior Officers, iii) Non-commissioned rank and iv) non-class rank. The senior officer rank ranges from Inspector to the Inspector General, junior officer's rank ranges from ASI to SSI, non-commissioned rank ranges from Cons to SHC and the last one is Non class rank. The above pie chart illustrates that the 5% of total strength in APF, Nepal is of officer rank, 9 % Junior rank, 81% Non-Commissioned rank and rest 5% is noncombatant personnel as non-class rank out of total strength of APF, Nepal.

#### **4.1.4 Human resources development practices**

People bring different levels of education, knowledge, skill, and abilities as well as their expectancy to the workplace. McConnell et al.(2009, as cited in Wuttaphan, 2017) mentioned that a more educated, better-trained person is capable of supplying a larger amount of useful productive effort than one with less education and training. The value of human capital theory is widely accepted in order to increase organizational performance, by investing in human capital. According to the Thomas & Diez (2013, as cited in, Wuttaphan, 2017), Human capital has been viewed as a source of value in effective organization, so there is a significant relationship and interconnection between human capital theory and the field of human resources development.

APF, Nepal has implemented multiple HRD practices since the beginning aimed at enhancing the capabilities, morale, and professionalism of its personnel. These activities encompass basic trainings, advance trainings, foreign trainings, workshops, conferences, field visit programs, briefing, physical training, health-conscious activities, different awareness program, capacity-building initiatives, welfare schemes, and career advancement opportunities designed to address the diverse needs of the force. APF, Nepal has invested limited resources on human capital development.

#### **4.1.4.1 Training programs**

APF Nepal trains its personnel as the act of increasing the skills of an employee for doing a particular job because training is the action of informing or instructing employees on a certain task in order to help them improve their performance or knowledge (Dominic, 2021). To perform the mandated job to the highest possible standard, every APF personnel must be effectively and efficiently trained. Training is teaching, or developing in oneself or others, any skills and knowledge or fitness that relate to specific useful competencies.

As Dale Beach defines the training as “The organized procedure by which people learn knowledge and skill for a definite purpose (Babjohn et al., 2017b), the training in APF, Nepal is teaching and learning activities carried on for the primary purpose of helping members acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization.

The APF, Nepal is conducting various training programs to convey essential skills and knowledge, attitudes, behavior, procedure to its personnel such as counter-terrorism, border security, weapon training, map marking, insurgents and counter insurgents, disaster management, border security, driving training, administration training, and VVIP/VIP protection, physical conditioning, marksmanship drills, public order management, young officers training, company command and staff’s course, battalion course, APFC&SC, Post Graduate Diploma in Security & Disaster Management Studies (PGDS&DMS), leadership management course, and scenario-based simulations to develop skills for combating crime, terrorism, and maintaining public safety. Its emphasis on discipline, decision-making under pressure, and teamwork building. The training aims to equip officers with the necessary expertise and mindset to effectively handle a wide range of security challenges in diverse environments. Most of the trainees learn through observing activities and environment,

indoor and outdoor exercise training is delivered through a combination of classroom instruction, practical exercises, simulations, field visit, foreign tour, and field demonstrations. One of the respondents stated that

*APF, Nepal is conducting different types of trainings which is the backbone of APF, Nepal. Through the basic and advanced training, in-service training, APF personnel have acquired the better professionalism and performance for the organization and individual life.*

APF, Nepal has divided existing training courses into two categories such as basic and advance training described as follows:

**a) Basic training**

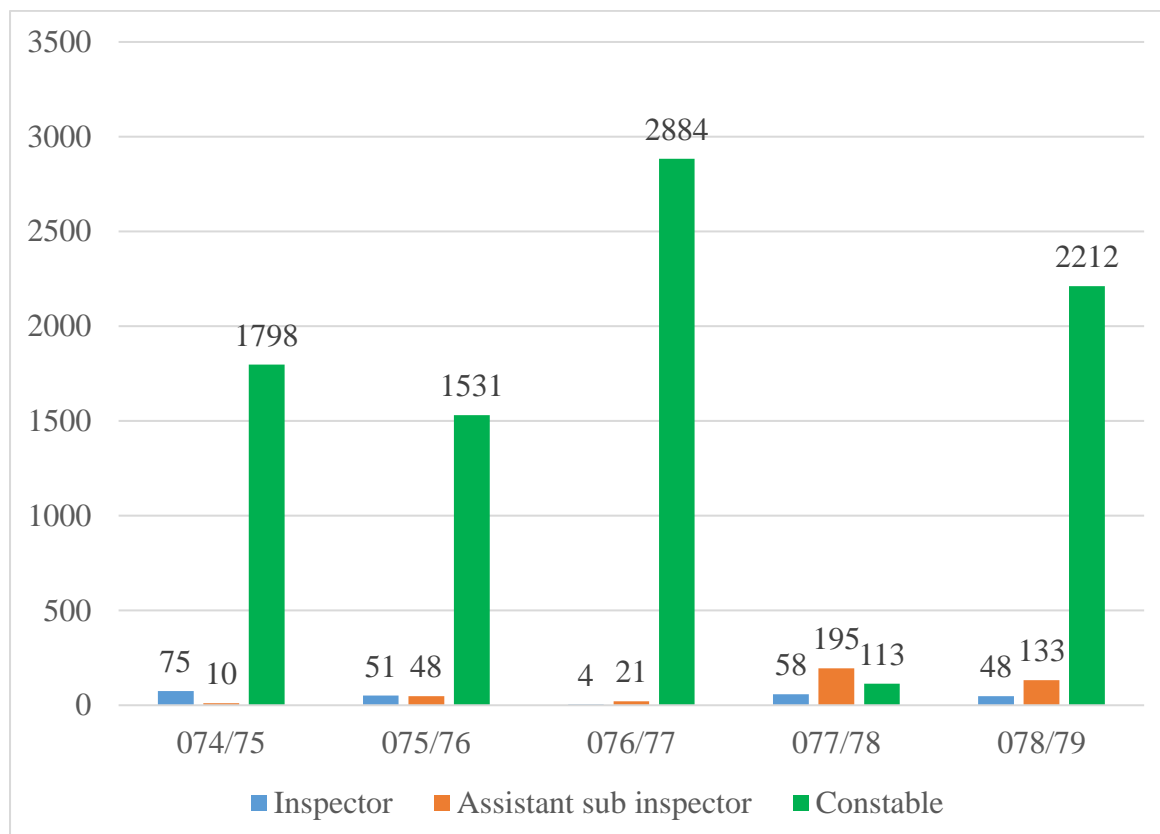
APF Act, 2058, Under sub-rule (1) of rule 28 of APF, Nepal regulations 2072, there is clear provision of basic training for every personnel of APF, Nepal (Armed Police Force Act, 2001) . APF acts and regulation sets basic training for those who are recruited through open competition. The basic training varies rank-wise such as APF Constable Basic Training, APF ASI Basic Training, APF Insp Short-Term Basic Training, APF Insp Basic Training and APF Senior Officer and Other Rank's Technical Basic Training. These basic training includes endurance training, strength training, and exercises to improve agility and flexibility. Recruits are taught basic military tactics, marksmanship training, riot control techniques, crowd management, terrorism and counter-terrorism tactics, close-quarters combat training, insurgents and counter insurgents' tactic, including criminal law, human rights law, international humanitarian law, and constitutional law and strategies to handle different situations effectively. They learn about arrest procedures, search and seizure protocols, interrogation techniques, conflict management and leadership development tactic, and rules of evidence. Understanding legal procedures is essential for carrying out law enforcement duties while respecting the rights of individuals. One of the respondents stated that

*In an era of rapid technological advancement, basic training may not adequately cover the use of cutting-edge technology and tools relevant to law enforcement. APF, Nepal may require ongoing training to stay updated on the latest technological developments and their application in policing. However, basic training is working as foundation for personnel to know each and every thing regarding force within fixed time period which is very tough.*

Figure 4.3 describes in detail the number of personnel who completed their basic trainings in APF, Nepal within last five years.

**Figure 4.3**

*Basic Training Completed Strength.*



*Source:* APF, HQs, Training Division, (2080).

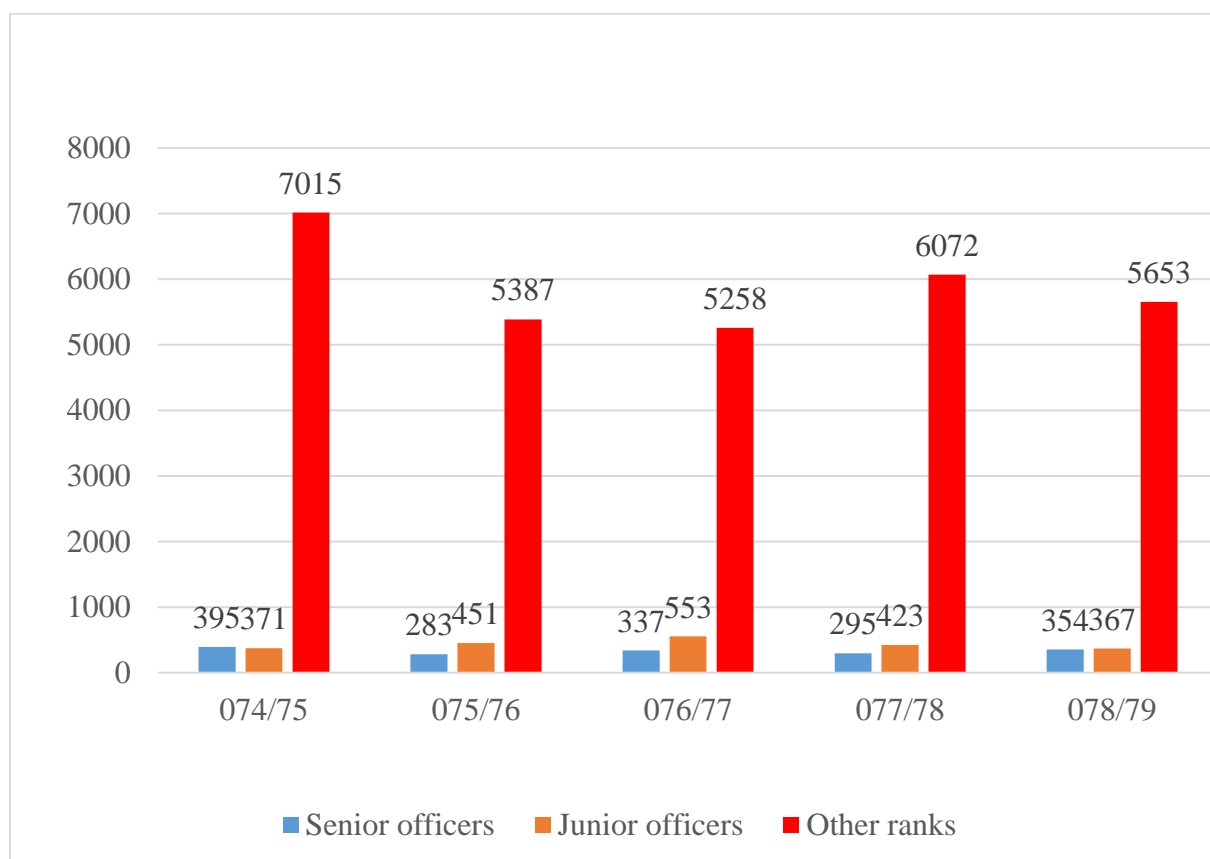
This data shows the basic training conducted in last five years of span. These trainings depend up-on new recruits' personnel. This data reveals that only three types of basic trainings are conducted in APF Nepal. Out of all the basic and advance trainings, constables' trainings cover higher numbers. In 077/78 only 113 constables participated in basic training and 076/77 largest number of 2884 constables underwent through basic trainings. In the same line, in 074/75 only 10 personnel participated in ASI basic training and in 077/78 the largest number of 195 ASI participated in basic training. In the year 075/76 only 4 officers underwent for the Insp basic training while in the year 074/75 the largest number of 75 Insp underwent in basic training from this data what researcher understand that number of participators depends on the recruitment system. However, basic training is running regularly to enhance professional knowledge and convert civilian into police force.

**b) Advance training**

The basic training is not enough to carry out all assigned function for APF personnel. To fulfill these training requirements, there is the provision of advance training as professional training which includes in-service and foreign training. These are clustered into different parts such as professional training, service-related training, physical training, administration related training, security related training, border security training, disaster management training, leadership development training, crime investigation training and riot control training . One of the respondents stated that

*Advance training encouraged to pursue further education, attend leadership, and stay updated on best practices in security management, confidence level, decision making capacity, convincing capacity, and leadership development. APF is focusing on different advance course which is very fruitful not only professional life but also private live.*

The advanced training for senior officers in the APF, Nepal is designed to enhance their leadership capabilities, tactical expertise, and strategic understanding to effectively manage and lead units within the force. This training focuses on development of leadership, command and control tactic, decision-making, and personnel management. They learn to inspire and motivate their subordinates, foster a culture of teamwork, planning and executing complex missions, analyze operational environments, assess risks, and develop strategic responses to security challenges, incident command systems, crisis communication strategies, and coordination with civilian authorities. and cultivate organizational effectiveness. Figure 4.4 describes advance training strength.

**Figure 4.4***Advance Training Completed Strength.*

*Sources:* APF, HQs, Training Division, (2080).

This figure reveals that APF, Nepal is conducting various advance training in different level. These trainings are conducted on the basis of seniority so the data might fluctuate. For the senior officer's advance training, the year 074/75 witnessed the largest number of participants and 075/76 witnessed the lowest number of participants, for the junior officers' advance training fiscal year 076/77 was the year to have the largest number of participants and the 074/75 year had the lowest number of participants. For the other ranks, fiscal year 076/77 was the lowest and 074/75 was the largest number of participants. APF, Nepal is regularly investing its resource for its personnel on the basis of human capital theory to enhance knowledge, develop skill and change attitude of its personnel for quality service.

**c) Foreign training**

APF personnel participate in various foreign trainings, workshops and conferences in several countries through MoHA. Foreign training is very crucial to gain the international experiences, to develop leadership, to learn management skills, with better attitudes. One of the respondents advanced that

*APF personnel gets insufficient opportunities on foreign training resulting in very few personnel to participate in foreign trainings activities, it would be better if more personnel get chance to participate in foreign training.*

APF personnel trained in the United State of America, China, India, Italy, Bangladesh and other many countries. Table 4.3 displays data of five years trained personnel in foreign countries.

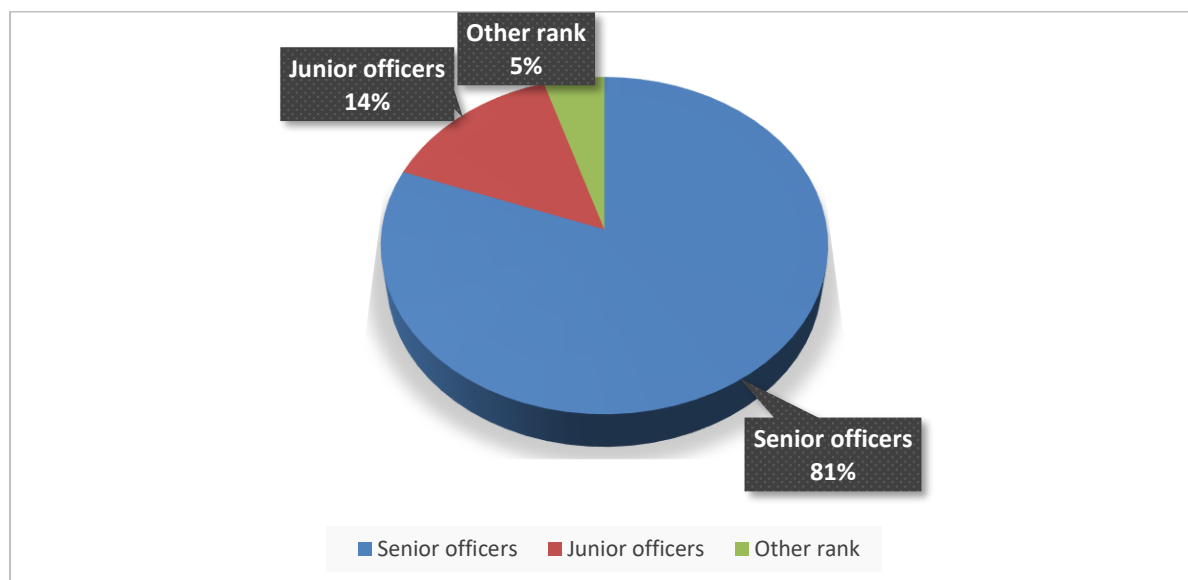
**Table 4.3**

*Participated in Foreign Training*

SN	Rank \ Fiscal year	075/76	076/77	077/78	078/79	079/80	Total
1	Senior officers	67	52	4	17	45	185
2	Junior officers	19	6	0	0	8	33
3	Other rank	9	0	0	0	2	11
Grand Total		95	58	4	17	55	229

*Source: APF, HQs, Foreign Training Section, (2080).*

This data reveals that APF personnel are participated in foreign training but the number of participated personnel is very low. In fiscal year 077/78, only four senior officers participated in the foreign trainings and in the fiscal year 075/76, total 67 senior officers participated in the training, in the fiscal 075/76 the largest number of 19 junior officers participated in the training. For the other ranks, in fiscal year 075/76 had the largest number of 9 personnel to participate in the foreign trainings. Figure 4.5 has described in percentage of participator in foreign trainings.

**Figure 4.5***Foreign Trained Personnel*

Source: APF, HQs, Foreign Training Section, (2080).

This figure shows that only 5% other rank participated in foreign training within last 5 fiscal years, 14 % junior officers and 81% senior officers participated in foreign training within last 5 fiscal years. This data describes that APF personnel are participating various foreign trainings, through this training personnel are getting opportunities to enhance knowledge and professional experience as well as exchange culture within international community.

#### **4.1.4.2 Capacity building initiatives**

Beside these training, the APF, Nepal engages in capacity-building initiatives to develop specialized skills and competencies among personnel. This includes training in areas such as cybercrime prevention, intelligence gathering, negotiation tactics, disaster management, Special Task Force, VVIP and VIP Protection and Crisis Management. Capacity-building programs are often conducted in collaboration with national and international partners, joint exercises, leveraging external expertise and best practices to enhance the effectiveness of training efforts and focusing for job specific training. One of the respondents stated that

*APF is conducting several trainings, APFC&SC, PGDSDMS, technical training, foreign studies program, field visiting, guest lecture, conference activities to build capacity of personnel, like job specific training for better performance.*

#### 4.1.4.3 Welfare systems

Employee welfare, also known as staff welfare, refers to the services and benefits provided by an employer for well-being of employees. It includes healthcare, paid time off, and amenities. These services extend from physical to mental health among employees, helping create an efficient and satisfied workforce. The main objective of employee welfare is to improve employee morale, develop a better image of the company, develop efficiency, and create a satisfied workforce. The workforce is the heartbeat of any organization, to illuminate the multifaceted dimensions through which the well-being of employees influences their engagement, job satisfaction, and ultimately, their productivity levels (Sabil et al., 2023).

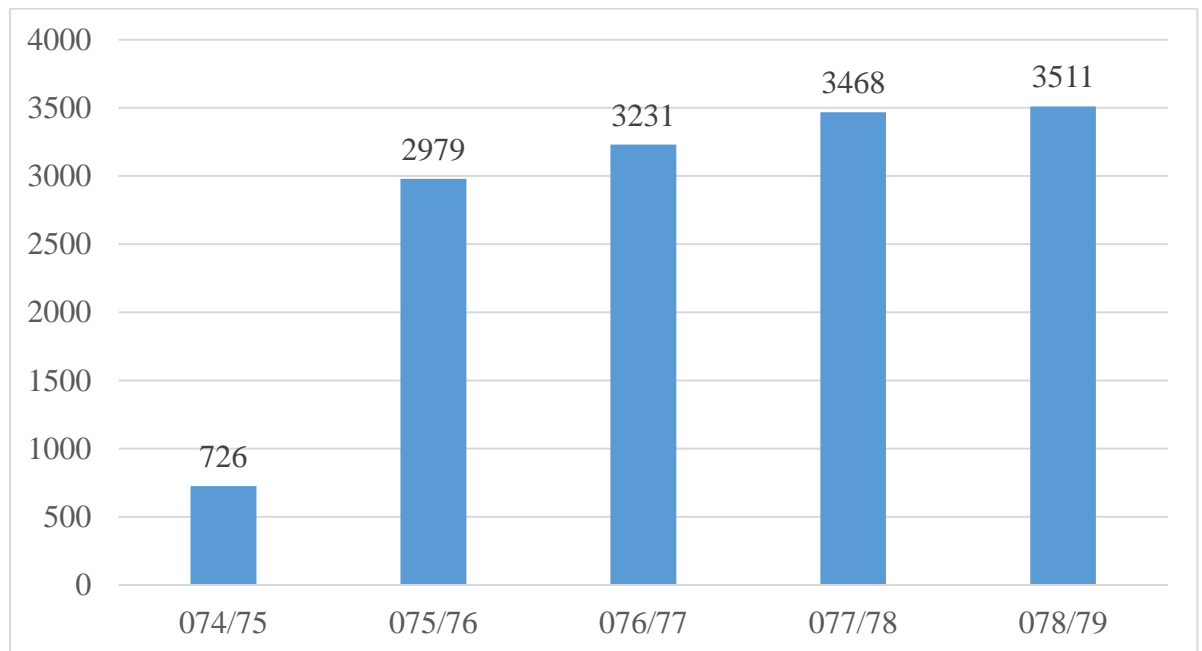
The welfare system of the APF, Nepal encompasses a range of programs and initiatives aimed at promoting the overall well-being of its personnel and their families. This system includes provisions for healthcare, education, financial assistance, recreational activities, insurance, childcare facilities, social activities, loan facilities, vehicle facilities, scholarship, martyr's children education facilities, annual jawan program, ritual privileges, long disease facilities, and social support. Medical facilities provide healthcare services to ensure the physical well-being of personnel and their family members. One of the respondents stated that

*APF, Nepal is providing different facilities to APF personnel and to their family members through various welfare programs which has helped personnel for better well-being, moral and motivation as well as job satisfaction.*

Figure 4.6 has illustrated in detail welfare facilities to personnel within 5 fiscal years.

**Figure 4.6**

*Personnel Facilitated Through Welfare Programs*



*Sources:* APF, Nepal, HQs, Welfares Section, (2080).

This figure revealed that APF, Nepal is providing different types of facilities to its personnel. In fiscal year 074/75 only 726 personnel facilitated from welfare programs this ratio has been increasing per year, in 078/79 fiscal year total 3511 personnel facilitated from various welfare programs. Through this data researcher concluded that APF is providing different welfare programs to personnel, which helps to increase morale and motivation, encourage, maintain discipline, maintain work life balance, job satisfaction, maintain working environment, enhance organizational culture and change their attitudes. This data explained that APF personnel are well motivated and advanced through welfare programs.

#### **4.1.4.4 Health facilities**

Employee health benefits are a set of services an employer provides to help employees maintain wellness and treat any health issues (O'Brien, 2003). In APF, Nepal, medical facilities serve as a crucial component of the welfare system for personnel. These facilities are designed to provide comprehensive healthcare services, including preventive care,

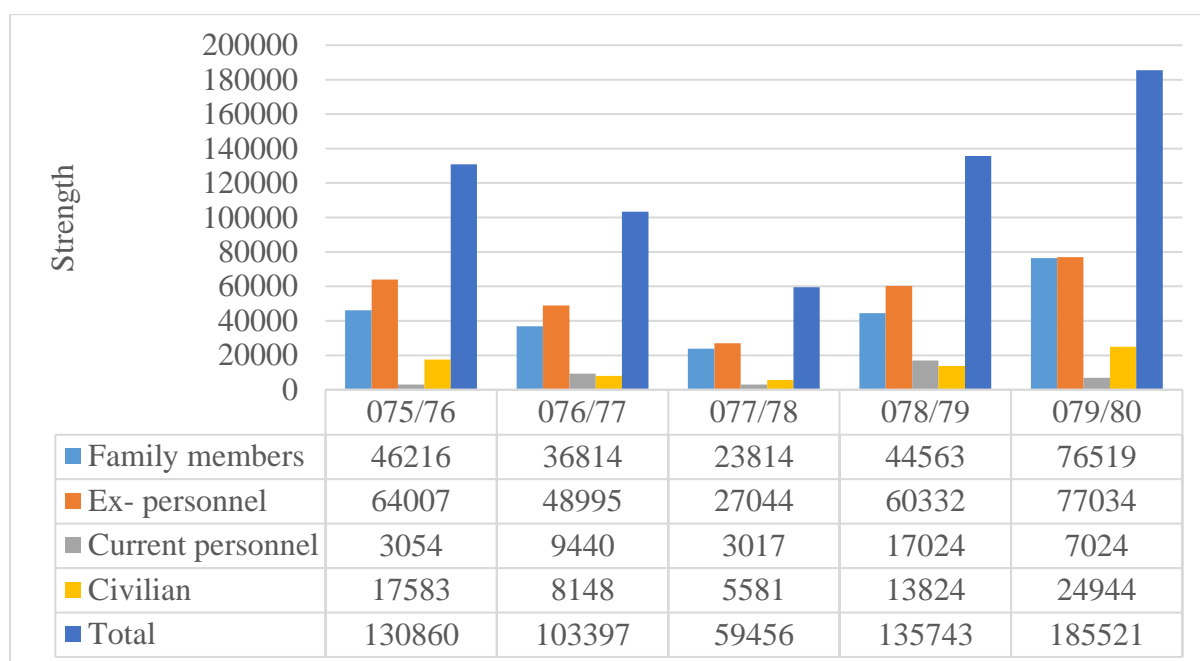
treatment for injuries and illnesses, and access to specialized medical expertise. The welfare system ensures that personnel of the APF and their families receive timely quality medical care, promoting their physical well-being and operational readiness. One of the respondents advanced that

*APF, Nepal is expanding quality medical service not only to the service holder but also for family members of current personnel and retired APF personnel that contributes to enhance our job satisfaction, discipline, moral and motivation.*

Figure 4.7 describes the strength of benefited person from APF Hospital.

**Figure 4.7**

*Health Service From APF, Hospital*



*Sources: APF, Hospital Balambu, (2080)*

This figure revealed that APF hospital is providing medical facilities to current personnel, family members of current personnel, ex- personnel and civilian. In 077/78 fiscal year only 3017 personnel facilitated and in 076/77 largest number of personnel 9440 were facilitated from hospital. In fiscal year 077/78 only 23814 family members facilitated from hospital and in 079/80 fiscal year largest number of family members 76519 family members facilitated from hospital facilities. In fiscal year 077/78 only 27044 ex – personnel facilitated and in

fiscal year 079/80 largest number 77034 ex- personnel facilitated from hospital. In fiscal year 077/78 only 5581 civilian got facilities and in fiscal year 079/80 largest number 24944 civilian got medical facilities from APF hospital.

#### **4.1.4.5 Career advancement opportunities**

Career Development is a “continuous lifelong process of developmental experiences that focuses on seeking, obtaining and processing information about self, occupational and educational alternatives, life styles and role options” Hansen (1976, as cited in Lalina, n.d.) A career path is the sequence of jobs or positions through which an individual progresses in their professional life. It represents the various stages and positions that a person may move through as they advance in their career (Jelterson, 2023). Career development is the process through which people come to understand them as they relate to the world of work and their role in it.

Career advancement opportunities refer to pathways and prospects within an organization or field that enable individuals to progress in their professions, achieve higher positions, and gain increased responsibilities and rewards. APF, Nepal develops career advancement opportunities to its personnel through promotions, merit-based incentives, training allowance, and instructor allowances. Promotion criteria are based on performance evaluations, training achievements, seniority, and demonstrated leadership capabilities. Moreover, the force encourages personnel to pursue higher education, professional certifications, and specialized training programs to broaden their skills and enhance their career prospects within the organization. One of the ex- APF personnel advanced that

*APF, Nepal has developed mechanism for career planning of all personnel for promotion, transfer, skill development training such as driving training, webbing training, and foreign training but these are insufficient.*

#### **4.1.4.6 Community engagement programs**

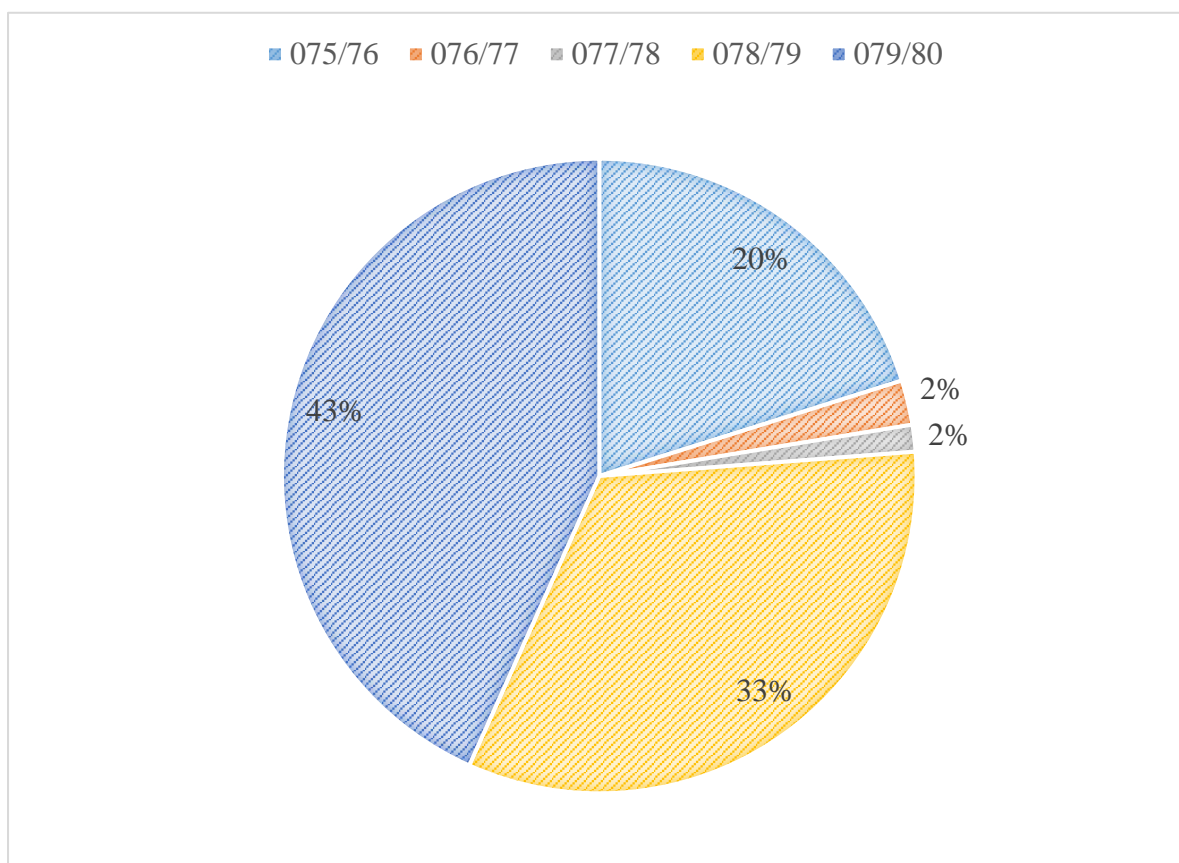
A community engagement program involves various activities designed to foster relationships, communication, and collaboration between a community and various stakeholders, such as government agencies, non-profit organizations, businesses, and residents. The goal is to empower communities, address local concerns, and promote social cohesion and well-being (Alam, 2023).

The APF, Nepal actively engages in outreach programs aimed at building trust and cooperation with local communities. These programs involve medical facilities, public awareness campaigns, youth engagement activities, disaster awareness, border awareness programs, APF, Nepal with border area's local community, and collaboration with civil society organizations. By fostering positive relationships with the community, the force aims to enhance public support, gather intelligence, and lunch service effectively. One of the respondents stated that

*APF, Nepal is lunching different public awareness programs all over the country and has focused on disaster and border security awareness program through which most of the local and isolated people are getting updated knowledge regarding particular issues.*

**Figure 4.8**

*Participated Civilians in Community Activities*



Sources: APF, Nepal, HQs, Disaster Management Section (2080).

This figure revealed that APF, Nepal is launching various community awareness programs in different communities to make more aware people in different issues such as disaster, abuse of drugs, border activities. In fiscal year 077/78 only 3434 people got this opportunity and in fiscal year 079/80 largest number of people like 108785 received community awareness facilities. Through which APF personnel self-aware and enhance knowledge and assist for human resources.

#### **4.1.4.7 Professional development programs**

A professional development program is designed to enhance the skills, knowledge, and abilities of individuals within a specific profession or industry. It offers opportunities for training, workshops, mentoring, and networking to improve performance, advance careers, and keep abreast of industry trends and best practices (Mitchell, 2013). The APF, Nepal prioritizes continuous professional development programs among its personnel through workshops, seminars, conferences, field visits and exchange programs. These opportunities enable personnel to stay up-to-date of emerging trends, best practices, publications, academic pursuits to contribute to knowledge dissemination and technological advancements in law enforcement and national security. One of the respondents stated that

*Organization has facilitated to enhance academic knowledge through different academic course to personnel. Now a days organization has launched APFC&SC and PGDSDMS for enhancing academic and professional knowledge of its personnel. As much as possible leadership has organized different opportunities to all personnel.*

#### **4.1.4.8 Training resources and infrastructure**

Training resources and infrastructure refer to the tools, facilities, and materials necessary for effective training programs. This includes physical resources like training facilities, equipment, and technology, as well as HR such as trainers and support staff. Adequate infrastructure ensures the delivery of high-quality training, fosters skill development, and enhances learning outcomes for individuals and organizations alike (Rasche et al., 2022).

The APF, Nepal operates under the MoHA. The government allocates budgets for personnel, training, logistic, construction building, equipment procurement, and operational expenses. The APF can receive support from international partners for capacity-building programs,

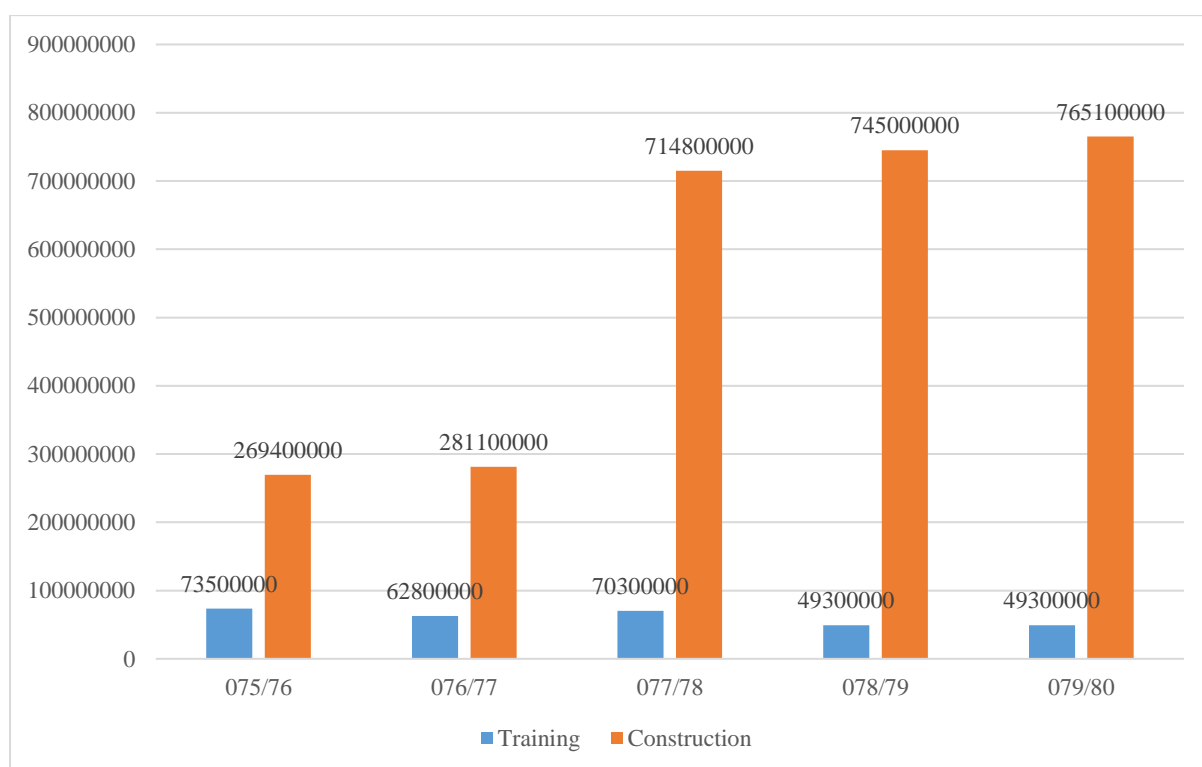
equipment donations, and specialized training initiatives through MoHA. One of the respondents specified that

*APF, Nepal needs advanced equipment, specialized training, and comprehensive support systems to effectively handle diverse and challenging situations, including violent crimes, terrorism, and natural disasters to ensuring public safety and national security.*

Figure 4.9 describes existing allocated budget for training and construction.

**Figure 4.9**

*Training and Infrastructure Development Budget (in Rupees)*



Sources: Budget Division, APF, Nepal HQs, (2080).

This figure revealed that in 079/80 fiscal year training budget is very low and in 075/76 the training budget is very high. Likewise in 075/76 the construction budget is very low and in 079/80 the construction budget is very high. The researcher explains that training budget is decreasing per year and the construction budget is upgrading per year. APF, Nepal needs more budget in training activities as well as other infrastructure development activities.

#### 4.1.4.9 Grievance handling and feedback

According to Makwana (2022) stated that a grievance is a problem, issue or objection that an employee raises with an organization. Grievance handling and feedback systems are mechanisms for addressing concerns and gathering input from stakeholders within an organization. Grievance handling involves addressing complaints or issues raised by employees, customers, or other parties, aiming to resolve them fairly and promptly. Feedback systems collect input from stakeholders to assess satisfaction, identify areas for improvement, and inform decision-making processes, ultimately enhancing organizational effectiveness and fostering a positive environment.

The feedback system within the APF, Nepal serves as a crucial mechanism for ensuring operational effectiveness, accountability, and continuous improvement. It has grievance handling and feedback mechanism from IGP secretariat to border out post level. Public can give feedback through social media and journals. This system encompasses various elements aimed at soliciting, analyzing, and acting upon feedback from both internal and external sources. Internally, it involves mechanisms for officers and personnel to provide feedback on training programs, equipment performance, operational procedures, and leadership effectiveness. This feedback ring enables the organization to identify strengths, weaknesses, and areas for improvement within its ranks. As the same way, external feedback channels facilitate interactions with communities, stakeholders, media personnel, civil society, political leadership, spiritual leadership, local people, academicians, and other social bodied for public perception, address concerns, and maintain social justice and trust. The participants of the FGD emphasized that

*APF, Nepal HQs has two dedicated responsible section for supervising, handling and managing grievance and feedback. These sections are responsible to address the complainants. Additionally, APF, Nepal receives complaints through an online portal, allowing individual to submit their different grievances regarding ration, training, promotion and transfer linking directly to the organization HQs. At every level of the APF, a designated nodal officer is appointed to handle grievances and to provide feedback on time.*

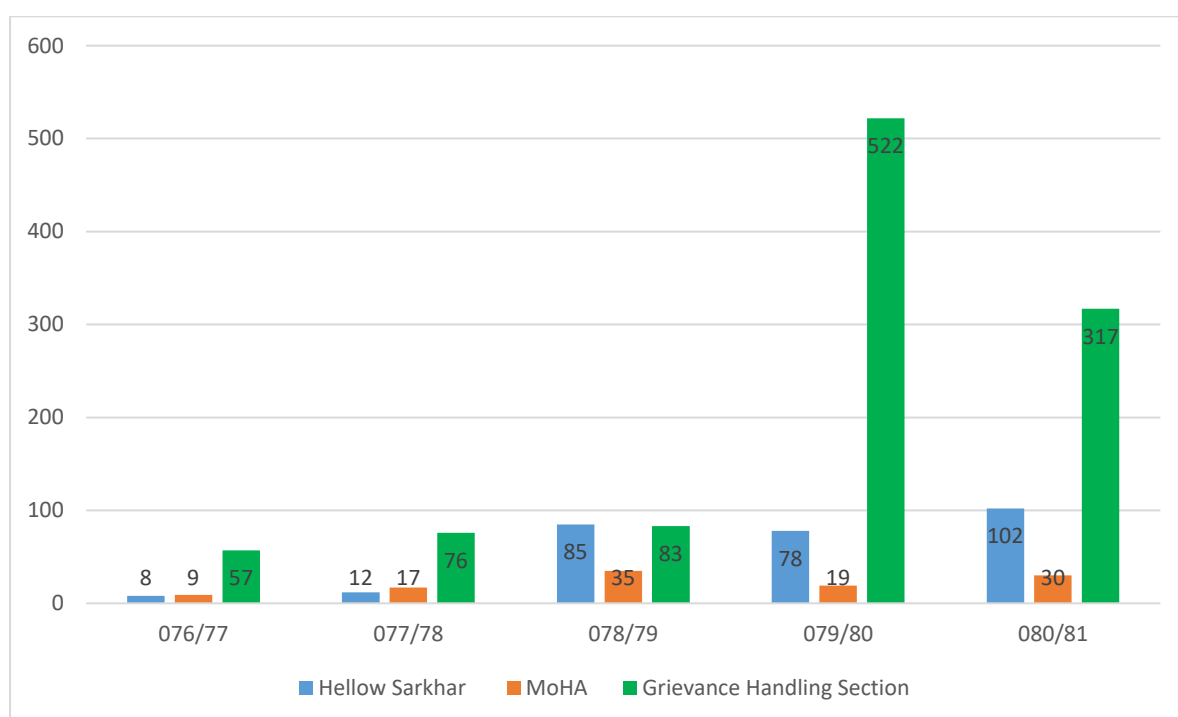
The feedback and grievances handling system within the APF, Nepal serves as a dynamic tool for promoting organizational learning, enhancing operational effectiveness, and fostering

public trust. By prioritizing transparency, accountability, and continuous improvement, this system ensures that the force remains responsive to evolving challenges and committed to serving the needs of the communities it serves.

Figure 4.10 reveals total addressed grievance within five fiscal years.

**Figure 4.10**

*Grievance and Feedback Handling*



*Sources:* APF, Grievance Handling Section, HQs, (2080).

Above mentioned figure reveals that in fiscal year 076/77 total 74 grievances managed and in fiscal year 078/79 largest number 619 grievances are managed within organization. These grievances handling system also encourage personnel. These table and chart show that APF has been adapting different mechanism to receive and manage feedback and grievance within organization.

These HRD activities of APF, Nepal has been supporting personnel to improve professionalism, endurance, mental alertness, team spirit, morale and motivation, enhance professional and academic knowledge, develop skill, change attitude and self-confidence.

#### 4.1.4.10 Recruitment and selection system

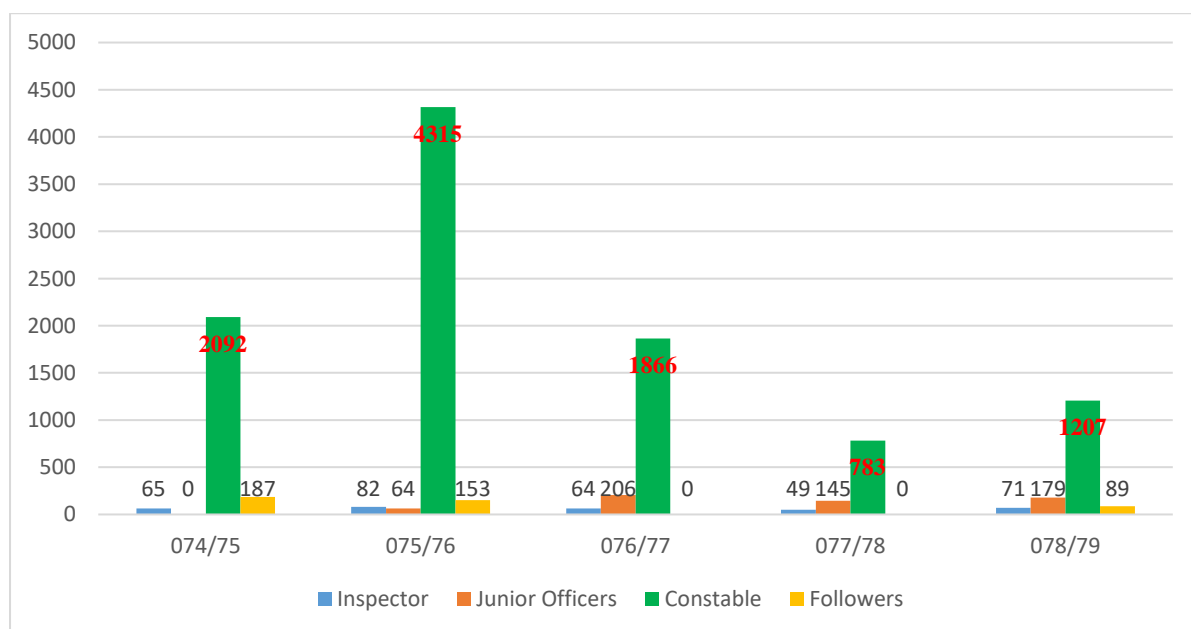
Recruitment is the process of identifying, screening, shortlisting and hiring of the potential human resources for the purpose of filling up the positions within the organizations. Recruitment is the process of selecting the right person, for the right position at the right time (Kapur, 2018). Recruitment is a positive process of searching for prospective employees and stimulating them to apply for the jobs in the organization.

The enrollment system in the APF, Nepal is an accurately structured process designed to recruit and select qualified individuals who are deemed suitable to serve in one of the country's most vital security institutions. This system encompasses several stages, like general bearing test, premedical test, physical test, detail medical test, written test, special practical exam if needed, technical officer test, grouping officer test, interviewing officer test, board conference test, interview, special medical test and final result published each accurately manufactured to ensure that only the most deserving candidates are selected under APF service commission to safeguard the nation's interests. One of the respondents advanced that

*Recruitment and selection system is transparent in APF, Nepal but remains non-expandable due to the geographical situation of the country. Poor economic condition hinders the desired candidates to apply for the various vacancies in APF Nepal.*

**Figure 4.11**

*Recruitment and Selection*



Source: APF, Nepal HQs, Recruitment and Selection Section, (2080).

This chart shows that APF, Nepal has been recruiting and selecting new personnel through open advertisement system. In fiscal year 077/78 followers have not recruited and in fiscal year 074/75 largest number of followers have been recruited. In fiscal year 077/78 only 783 constables have recruited and in fiscal year 075/76 largest number of constables have recruited. In fiscal year 074/75 no one junior officer recruited but in fiscal year 076/77 largest number of junior officers have recruited as the same way in fiscal year 077/78 only 49 inspectors have recruited and in fiscal year 075/76 largest number of Insp have recruited.

#### **4.1.4.11 Performance evaluation system**

The term performance evaluation refers to the methods and processes used by organizations to assess the level of performance of their employees. This process usually includes measuring employees' performance and providing them with feedback regarding the level and quality of their performance DeNisi and Pritchard (2006, as cited in Dijk & Michal, 2015). The main goal of the personnel evaluation in organizations is to improve employee performance.

The APF, Nepal has a special provision in its regulations concerning the performance appraisal system of its personnel (Armed Police Force Act, 2001). The performance appraisal primarily focuses on the promotion criteria and process within the APF. APF, Nepal has developed a standard format and template for the performance appraisal process of its personnel. One of the KII respondents stated that

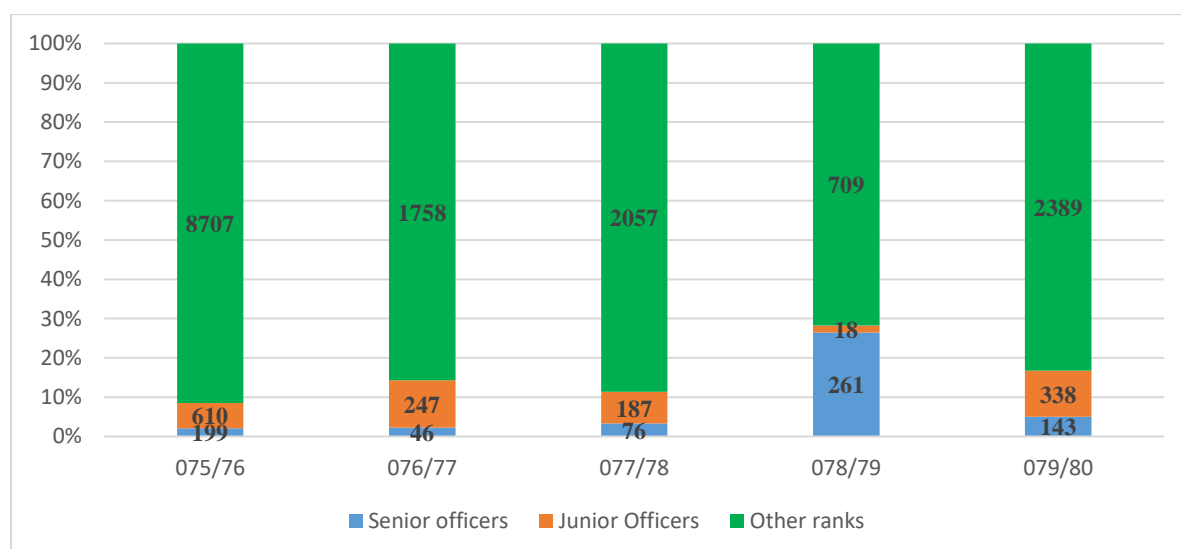
*APF, Nepal considers only the last four years' performance appraisal gradings for promotions. This practice needs an urgent review for betterment and to depict the overall performance of the officers. APF, Nepal is evaluating and monitoring its employees' performance under certain specific headings but lacks the tools and methods to measure the performance effectively. Although the performance appraisal system does exist in APF Nepal, its effectiveness and implementation side remain poor.*

The basic evaluation of APF personnel is managed using a developed format that includes discipline, decency, work efficiency, and implementation evaluation. Although these indicators are practical, scientific, and genuine, there is a strong need for objective

assessment for each performance appraisal indicator (Paudel, 2023). To get promotion in higher positions, APF rules and regulation prescribe evaluation criteria allocated for 40 percent working capacity, 20 percent seniority, 8 percent working in various regions of Nepal, 7 percent academic qualification, 13 percent training, 5 percent accomplishment of challenging job, 2 percent medal and 5 percent for promotion committee. Despite of promotion committees and specific evaluation criteria, there are also critical issues associated with promotion in higher positions. In the initial days of APF, Nepal, the personnel got promotion opportunity very fast. Lately, APF personnel are not promoted despite of 12-15 years' work experience in the same post. The total 20 marks of seniority is satisfied after 13 years of work the experiences in a same post. Mamoria, (1992) argued that there must be at least three promotions during service period. It might have severe impacts on its chain of command because of 30 years of service period. Figure 4.12 illustrated the strength of promoted personnel in APF within five fiscal years.

**Figure 4.12**

*Promotion in APF, Nepal*



*Source:* APF, Nepal, Personnel Administration Section, HQs.

This figure indicates that in fiscal year 076/77 only 46 senior officers promoted in upper post and in fiscal year 078/79 largest number 261 senior officers promoted in upper post. In fiscal year 078/79 only 18 junior officers and in fiscal 075/76 largest number 610 junior offices promoted in upper post. In fiscal year 078/79 only 709 other ranks personnel promoted in upper post and in fiscal year in fiscal 075/76 largest number 8705 other rank personnel promoted in upper post.

#### 4.1.4.12 Transfer system

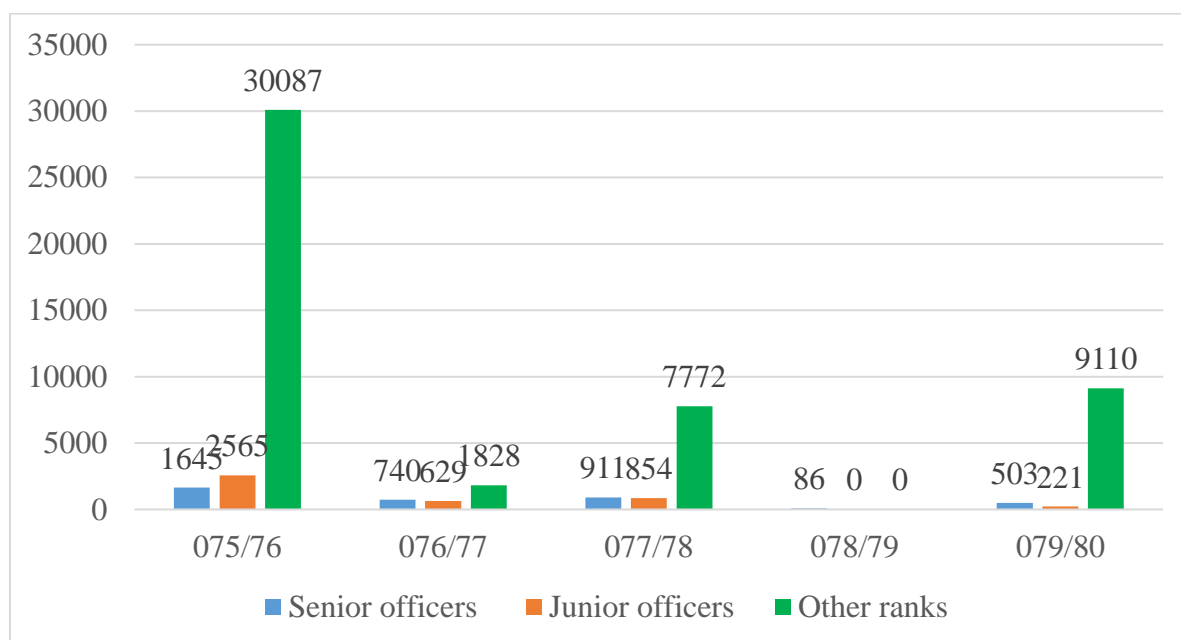
According to Edwin Flippo, a transfer, “is a change in job where the new job is substantially equal to the old in terms of pay, status and responsibilities” (Arya, 2023). Transfer means a change in job assignment usually at a different location, department, or unit. It refers to a horizontal or lateral movement of an employee from one job to another in the same organization without much change in his status or pay package.

According to Hasibuan (2016, as cited in Muhammad, 2021) employee transfer is one of the tasks of employee development carried out by moving or changing the position of employees both vertically and horizontally within an organization. Santoso in Dewi (2017, as cited in Muhammad, 2021) stated that transfer is the transfer of employees from the excess energy part to the part that requires energy.

The transfer system in the APF, Nepal is a structured mechanism governing the movement of personnel within the organization. Transfers play a critical role in optimizing manpower deployment, addressing operational needs, fostering professional development, and ensuring organizational effectiveness. The transfer process typically involves a comprehensive assessment of factors such as individual performance, expertise, experience, preferences, and organizational priorities. It is often guided by established policies, procedures, and criteria set by the APF leadership. APF leadership has developed unit transfer system, spouse working together system for better performance in field. One of the respondents stated that

*APF, Nepal is improving and upgrading transfer system to enhance moral, motivation and job satisfaction of personnel. Spouses working in APF, Nepal are given priority in transfer at the same working place so that they can work together at the same unit with caring their children.*

While transfers are necessary for maintaining operational flexibility and ensuring a balanced distribution of personnel, they can also impact the personal and professional lives of personnel and their families. It helps to maintain work life balance of personnel and boost up working moral of employee. Effective management of transfers contributes to morale, cohesion, and overall effectiveness within the APF, enabling it to fulfill its mission of safeguarding national security and serving the community. Figure 4.13 has explained about transfer system in APF, Nepal regularly.

**Figure 4.13***Transfer of Personnel*

Source: APF, Nepal Personnel Administration Branch, HQs, (2080).

Above mention figure has illustrated that APF, Nepal is regular transferring personnel but in the fiscal year 078/79 all ranks transfer rate is very low due to the ongoing organization & management survey process in organization. In the fiscal year 075/76 the transfer rate of senior officers, junior officers and other rank is very high due to the completed of organization & management survey. This data shows that transfer system in APF, Nepal is regular going on.

#### 4.1.4.13 Retention and retirement

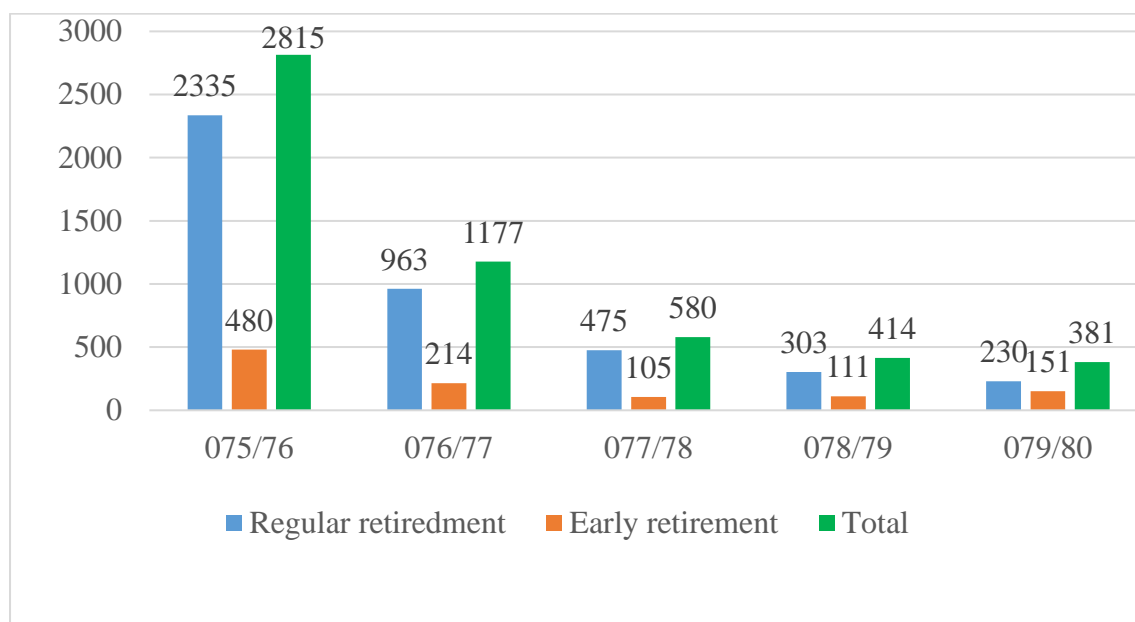
Employee retention is an organization's ability to keep its employees under contract, making for a more stable, productive workforce (Pratt, 2022). It is the organizational goal of keeping productive and talented workers and reducing turnover by fostering a positive work atmosphere to promote engagement. This includes showing appreciation to employees, providing competitive pay and benefits, and encouraging a healthy work-life balance. Retirement refers to the time of life when one chooses to permanently leave the workforce behind (Kagan, 2021). Retirement is someone leaves the workforce for good. Retirement can be voluntary or involuntary, it can be gradual or sudden, and it can be temporary or permanent (Denton & Spencer, 2009) .

Retention in the APF, Nepal refers to the ability of the organization to hold its personnel over a certain period. Factors influencing retention may include job satisfaction, career advancement opportunities, pay and benefits, incentives, succession planning, compensation, training, foreign training, deployment system, transfer and promotion system, performance appraisal system, crisis management system, grievance hearing system, working environment, and overall organizational culture. Enhancing retention is crucial for maintaining a skilled and experienced workforce, ensuring operational effectiveness, and reducing recruitment and training costs. One of the respondents stated that

*Despite of different facilities and welfare programs in APF Nepal, APF personnel continue to terminate their job and seek better opportunities due to the financial issue and social status.*

Retirement in the APF, Nepal involves the process by which personnel leave active service upon reaching the mandatory retirement age or upon meeting specific service criteria. Retirement benefits such as pensions, medical coverage, and other post-service support are typically provided for retiring personnel. Figure 4.14 has illustrated about early and regular retirement position of personnel in APF, Nepal. One of the retired respondents suggested that

*APF, Nepal should focus on providing vocational trainings to APF personnel who are retiring shortly so that they can better their life through earning during their retirement.*

**Figure 4.14***Retirement Strength*

*Source:* APF HQs, Personnel Administration Section, (2080).

This chart shows that in fiscal years 077/78 the early retirement strength is only 105 and fiscal years 075/76 is 480 largest number of early retirement personnel. In fiscal years 079/80 the regular retirement strength is only 230 and fiscal years 075/76 the regular retirement strength is 2335. The last three years data shows that early retirement data is decreasing, which explain that APF personnel have increased their morale and motivation, and taking satisfaction with existing facilities, welfare system, transfer system, promotion system, service delivery system as well as family members are also taking enjoy with service holder.

#### **4.1.5 Constraints of human resources development**

Constraint refers to a reduction on the degrees of freedom of the elements of a system exerted by some collection of elements, or a limitation or bias on the variability or possibilities of change in the kind of such elements (Umerez & Mossio, 2013). Constraints are limitations or restrictions that affect a situation, project, or decision-making process. They can be physical, financial, temporal, or related to resources or regulations. Constraints define the boundaries within which actions can occur and often require creative problem-solving to navigate and achieve desired outcomes despite limitations.

APF is facing different types of huddles for HRD activities. There are various obstacles and challenges such as economy, capital, technical equipment, explosive, weapons and ammunition, insufficient infrastructure, logistic, rules and regulations, insufficient job specific training, and other resource. which can hinder its operational effectiveness, morale, and overall performance. Some common challenges as following:

#### **4.1.5.1 Limited training facilities and resources**

One of the primary constraints faced by the APF, Nepal is the limited availability of training facilities, resources, and inadequate infrastructure, such as training centers and simulators, attached with a shortage of qualified trainers, hampers the force's ability to provide comprehensive training to its personnel. This constraint can hamper skill development, hinder readiness for various operational situations, and undermine overall preparedness and competency. One of the respondents responded that

*Training in APF Nepal is conducted despite of insufficient training materials, infrastructure, bed, logistic items, teaching materials, weapons, ammunition and explosive. However, APF, has continues to standardize its training up to the level.*

#### **4.1.5.2 Budgetary constraints**

Budgetary limitation is significant challenges to HRD in the APF, Nepal. Insufficient funding allocations for training, recruitment, equipment procurement, logistic, and personnel welfare initiatives constrain the force's ability to invest adequately in its human capital. This can result in outdated equipment, inadequate compensation for personnel, insufficient incentives and allowances, and limited opportunities for professional development, thereby affecting morale and retention rates. One of the respondents answered that

*Some incentives system has incorporated in APF regulation like trainees and trainers' allowances. However, organization is not able to provide those all incentives due to the insufficient allocated budget from government.*

#### **4.1.5.3 Staffing shortages and recruitment challenges**

The APF, Nepal often faces staffing shortages, particularly in specialized units and in remote areas. Recruitment challenges, including lengthy selection processes, strict eligibility criteria, expensive, insufficient applicant, and insufficient approach up to remote area contribute to

these shortages. As a result, the force struggles to maintain optimal staffing levels, leading to increased workloads, fatigue, and reduced operational effectiveness. One of the respondents stated that

*APF, Nepal has lengthy and rigorous criteria for recruitment and selection procedures. Due to the tough and inaccessible selection procedure, the interested candidates also shift their focus to other agencies for job opportunities, and APF, Nepal has insufficient specialized trained manpower in remote area.*

#### **4.1.5.4 Job specification and training needs analysis**

Another constraint relates to the identification of skill gaps and training needs within the force. Limited capacity for conducting comprehensive training needs analyses can result in mismatches between the skills influenced by personnel and those required for their roles. This constraint hinders career progression, limit opportunities for specialization, and reduce overall organizational effectiveness. APF, Nepal has deployed in border security and disaster management but still the strength of trained manpower is insufficient in these sectors. One of the respondents advanced that

*The organization has insufficient mandate-specific trainings programs. It has inadequate mandates-oriented job specific trained men power so that it has compelled its personnel to carry out different tasks at the same time in field.*

#### **4.1.5.5 Performance management**

The absence of healthy performance management systems carries challenges to HRD in the APF, Nepal. Unpredictable performance evaluations system, lack of clear performance metrics, and limited mechanisms for recognizing and rewarding excellence can demotivate personnel and undermine efforts to foster a culture of continuous improvement. One of the respondents advanced that

*The existing performance management system is insufficient and unscientific. APF needs to apply the concept of right man in right place at right time and scientific for sound service delivery to the public on time.*

#### **4.1.5.6 Limited access to advanced education and training opportunities**

Access to advanced education and training opportunities is often limited within the APF, Nepal, particularly for personnel in remote areas or lower ranks. Limited opportunities for higher education, and specialized training programs can constrain career advancement, talent retention, and the acquisition of specialized skills essential for better performance. One of the respondents advanced that

*The organization has inadequate foreign training opportunities to its personnel and on the other hand, some of the advance trainings are conducted without training need assessment. Most of the trainees for such advance trainings are selected on the basis of seniority.*

#### **4.1.5.7 Modern technology**

APF, Nepal is facing challenges from insufficient modern technology. Some existing technology like communication systems, lack of advanced surveillance technology, weaponry and equipment, and inadequate training facilities and programs reduce the moral and motivation of personnel and impacted on operational efficiency and effectiveness. One of the respondents responded that

*APF, Nepal requires to replace or upgrade its existing technology, medical equipment, weapon, riot control gear, training materials, communication kits and logistic items for moral, motivation and better performance.*

#### **4.1.6 Impact of human resources development activities in career planning**

The impact of HRD activities on the career planning of APF personnel in Nepal is multifaceted, reflecting a comprehensive approach towards enhancing the capabilities, morale, and career progression opportunities for individuals serving in this critical security institution. These HRD initiatives encompass a range of activities, including training programs, education, skill development, and leadership grooming, all tailored to meet the growing needs of the force and the individuals within it. Some common impacts as following:

#### **4.1.6.1 Professional growth and skill enhancement**

As for the human capital development theory organization invest on human capital to change attitudes and enhance knowledge. APF, Nepal is investing on different training programs, like both domestic and international, provide them with exposure to modern policing techniques, advanced weaponry, strategic planning, and counter-terrorism tactics. This continuous professional development ensures that personnel are not only adept at handling contemporary security challenges but also possess a broad set of skills that are crucial for career advancement within the force. One of the respondents stated that

*APF, Nepal is investing insufficient budget on basic and advance trainings, welfare facilities. So that APF, Nepal needs more investment on human capital for morale, motivation, skill development and knowledge enhancement of personnel.*

#### **4.1.6.2 Leadership and management skills**

Leadership development programs are a core component of HRD activities, aimed at preparing APF personnel for leadership roles. Such programs focus on developing essential leadership qualities, decision-making capabilities, and strategic thinking. By cultivating these skills, HRD initiatives help in preparing a person of leaders who are capable of guiding the force through complex security scenarios and administrative challenges. One of the respondents answered that

*APF, Nepal is providing various advance courses, conferences, workshops, field visits, counselling services in national and international level to develop leadership and management skill of personnel.*

#### **4.1.6.3 Education and specialization**

Human capital theory revealed that organization invest on human capital which help to enhance level of knowledge, develop skills and change health condition as well as attitudes then increase job specialization. Further education and specialization opportunities offered through HRD activities enable personnel to acquire higher degrees and specialized training. This is crucial for career progression, as higher educational qualifications and specialized skills are often prerequisites for promotion to senior ranks. Specialization in areas such as cyber security, counter terrorism, disaster management, border security, and international law

enforcement cooperation adds significant value to the individual's career prospects within the APF. One of respondents opined that

*APF, Nepal is launching various academic programs and training through these trainings and academic programs, most of the personnel have increased the level of knowledge and gaining job specialization.*

#### **4.1.6.4 Morale and motivation**

Hasibuan (2016, as cited in Muhammad, 2021) stated that motivation is a driving effort to mobilize and create the spirit and passion of parawai to be willing to work and work to get the effectively and synergistically so as to obtain maximum results. Furthermore Mangkunegara (2017, as cited in Muhammad, 2021) stated that motivation is seen from one's attitude to an organization in dealing with work situations. From the various definitions that have been mentioned can be concluded that motivation is the thrust that causes an employee to exert all the ability to carry out the obligations and tasks given so that the desired goals can be achieved. HRD activities have a significant positive impact on the morale and motivation of APF personnel. Recognition of talent and hard work through career development opportunities fosters a sense of value and belonging among the force members. It enhances job satisfaction, loyalty to the force, and motivation to perform at their best. One of the respondents expressed that

*Due to the advance training, welfare programs, health facilities, opportunities abroad training, logistics, ration system, promotion and transfer system APF personnel tend to have higher job satisfaction, morale and motivation.*

#### **4.1.6.5 Career path clarity and planning**

By clearly outlining the competencies required for each rank and role within the APF, HRD initiatives provide personnel with a clear understanding of the career paths available to them. This clarity enables individuals to plan their careers more effectively, aligning their personal development efforts with the goals of the APF. Tailored career counseling and planning services further support this by helping personnel to identify and pursue the most suitable career trajectory based on their skills, interests, and performance. One of the respondents believed that

*APF is applying specific performance evaluation system, training evaluation system, medal gaining system, and promotion system which are directly or indirectly linked with promotion and career planning of personnel.*

#### **4.1.6.6            Adaptability and future readiness**

HRD activities ensure that APF personnel are adaptable and prepared for future challenges. By keeping up-to-date of global and regional security trends, these initiatives ensure that the APF is staffed by personnel who are not only technically proficient but also capable of innovating and adapting to new threats and technologies. One of the respondents opined that

*HRD practices such as training, infrastructure development, welfare programs, grievance handling, academic course, equipment and community engagement activities definitely help to foster operation readiness.*

Likewise, HRD activities play a crucial role in the career planning of APF personnel, offering a comprehensive framework for professional development, leadership preparation, and career progression. These initiatives not only enhance the operational effectiveness of the APF but also contribute to the personal and professional fulfillment of its personnel, ensuring a motivated, skilled, and future-ready force.

Career planning is a systematic process of setting individual career goals, destinations and creating a roadmap to achieve them. It involves assessing one's skills, interests, values, and personality traits to align them with potential career paths. Career planning typically includes steps which shows the destination of personnel such as self-assessment, exploration of career options, setting short-term and long-term goals, developing skills and qualifications, and implementing strategies to reach those goals. Career planning is a dynamic process that grows over time as individuals gain new experiences, acquire new skills, and reassess their goals and priorities. One of the respondents stated that

*HRD practices play a vital role to develop individuals' knowledge, skill, attitudes and correlated with career planning. APF, Nepal claims most of the training are linking with career planning of personnel.*

Career planning in the APF aims to provide a clear pathway for personnel to develop their skills, advance their careers through training programs, progression pathways, specialization

opportunities, performance evaluation, academic course, leadership development course and contribute effectively to the mission of ensuring security and safeguarding to the nation. These career planning provisions have been direct connecting and supporting to personnel in their professional growth, ensure effective performance in their roles, and contribute to the overall mission of maintaining law and order and ensuring national security. One of the respondents focused that

*Existing training evaluation system and performance appraisal system directly affect the promotion of personnel.*

To get promotion in higher position, APF rules and regulation prescribe evaluation criteria allocated for forty (40) percent working capacity, twenty (20) percent seniority, eight (8) percent working in various regions of Nepal, seven (7) percent academic qualification, thirteen (13) percent training, five (5) percent accomplishment of challenging job, two (2) percent medal and five (5) percent for promotion committee. This evaluation system effect on promotion system which are depending on existing HRD activities.

## **4.2 Discussions**

The APF, Nepal manages its HR through a structured process overseen by its HR Department. This involves recruiting personnel, promotion, transfer, demotion and contract if necessary. Training is a critical component, focusing on physical fitness, tactical skills, and legal education to prepare for various security challenges. APF, Nepal also prioritizes career development, providing continuous professional training and promotions based on merit and seniority. Additionally, welfare measures, such as health services, and education for families, support the well-being of its personnel. The APF, Nepal has adopted various practices for HRD within organization. The researcher found primary and secondary data during the period of research. On the basis of these data researcher has discussed on the specific objectives as following:

### **4.2.1 Existing human resources development practices**

The APF, Nepal is adopting various HRD practices such as recruitment, selection, training programs, transfer, promotion, performance appraisal, grievance handling and feedback system, capacity building initiatives, health facilities, career advancement opportunities, community engagement programs and welfare systems to strengthen its competencies. These

practices typically encompass a range of activities aimed at enhancing the skills, knowledge, and effectiveness of personnel.

In this regard, training plays a pivotal role, covering larger areas such as weapons proficiency, tactical maneuvers, crisis response, and law enforcement procedures. The practice of continuous training and simulated exercises ensure readiness for various scenarios, fostering adaptability and quick decision-making under pressure. Through the various training programs, APF personnel learn to supervise subordinates, develop negotiation capacities, make decisions under pressure, communicate effectively, and resolve conflicts and problems. Developing leadership skills is crucial for maintaining discipline and efficiency within the force that is achieved through the trainings. Trainings in APF Nepal also include leadership development programs which are vital for grooming future commanders and instilling values of integrity, discipline, and accountability. Moreover, specialized training in areas like counter-terrorism, disaster management, VVIP and VIP security and crowd control equips APF personnel to handle diverse challenges with precision and professionalism.

HR initiatives extend beyond training to encompass welfare programs, mental health support, and family assistance services. These efforts prioritize the holistic well-being of personnel, recognizing the strain of their responsibilities and the importance of a supportive environment.

Additionally, financial assistance programs provide aid during emergencies or for other specific needs. Similarly, recreational facilities and activities promote a healthy work-life balance. Again, social support programs offer counseling, family services, and other forms of assistance. Adding on that, the welfare facility, such as health services, education, financial services, is designed to enhance morale, retention, job satisfaction, and the overall quality of life for members of the APF, Nepal and their families.

Furthermore, medical facilities also contribute to morale and retention by demonstrating the organization's commitment to the health and welfare of its personnel. By offering healthcare services tailored to the unique needs of APF officers, including those related to their duties and potential occupational hazards, the welfare system helps to alleviate concerns about medical emergencies and promotes a sense of security among the personnel and their families. Medical facilities can also contribute to the overall job satisfaction and the loyalty

within the force. Besides, community engagement programs such as awareness, civic actions and community policing also foster close relationship between APF, Nepal and community members displaying the investment of APF, Nepal in community to reduce social crime and democratic policing.

Additionally, APF, Nepal has a regular recruitment and selection system in collaboration and coordination with the Public Service Commission. The data also proves that APF, Nepal is adopting the best practices for recruitment, selection, retention, transfer and promotion system. The study reveals that satisfactory transfer and promotion system are smooth in APF, Nepal which helps to increase moral and motivation, self-satisfaction, accountability and responsibility with upgraded professional knowledge, skills and competency for better service.

#### **4.2.2 Constraints of human resources development**

During the study, the researcher found that APF Nepal is facing various HRD constraints such as insufficient infrastructures, inadequate foreign training opportunities and job specific trainings, recruitment and selection challenges, lacking welfare programs, inadequate modern technologies and logistics items, limited budgets, performance management and appraisal systems.

Limited funding may result in insufficient staffing levels, inadequate training opportunities, or outdated equipment, compromising operational effectiveness, job satisfaction, discipline, personnel morale and motivation. Recruitment challenges such as duration, education system of government, technology, including physical fitness, mental aptitude, can narrow the pool of eligible applicants. Retention of skilled personnel presents another barrier. The rigorous and often unsafe nature of police work can lead to high turnover rates, especially among younger officers or those facing stress. Inadequate support systems for mental health, family welfare, social respect and career advancement can contribute to dissatisfaction of personnel.

Furthermore, the specialized paramilitary nature of APF, Nepal demands rigorous training and development programs, which can be resource-intensive. Limited access to advanced training facilities, qualified instructors, and realistic simulation exercises may hamper skill development and operational readiness. Efforts to improve retention should prioritize the well-being of personnel through robust support systems, including mental health resources, family assistance programs, and opportunities for career advancement and specialization.

Collaboration with academic institutions, private sector partners, and international allies can also enhance capabilities and resource allocation.

Ultimately, APF, Nepal requires various approaches to address these issues such as involving targeted investments in training infrastructures, enhancing budgetary allocations, updated recruitment processes, improved scientific performance management systems, develop foreign trainees adopt modern technology for better and transparency service delivery, and a cultural shift towards prioritizing human capital development. By addressing these challenges comprehensively, the APF, Nepal can enhance and better equip its personnel with the skills, resources, and can achieve its mandate effectively and serve the needs of the nation. APF, Nepal demands a strategic commitment in investment, innovation, and personnel well-being to overcoming HR constraints and to uphold the mission of safeguarding communities effectively.

#### **4.2.3 Impact of human resources development activities in career planning**

Researcher found some HRD practices in APF, Nepal though primary and secondary data which has direct and indirect effect on career planning of APF personnel. These practices are affecting on their professional growth, skill development, work life balance and overall job satisfaction.

Career planning in the APF, Nepal often begins with initial recruitment and continues throughout an individual's occupation. HRD practices such as comprehensive training programs, recruitment, retention and retirement, leadership development initiatives, welfare mechanism, and performance appraisals provide personnel with the necessary tools to identify and pursue their career goals within the organization. Training programs offered by HRD departments prepare personnel with the skills and knowledge required for advancement within the force. Whether it's specialized training in tactical operations, disaster management, VVIP security, these opportunities enable individuals to enhance their capabilities and qualify for higher-ranking positions.

Furthermore, HRD practices foster a pipeline of qualified candidates who are prepared to take on greater responsibilities and position within the organization. Performance appraisal is conducted through HRD departments of APF, Nepal which provides valuable feedback to personnel regarding their strengths, areas for improvement, and career progression opportunities. By identifying high-performing individuals and providing them with tailored

development plans, HRD practices incentivize excellence and empower personnel to advance in their careers. Moreover, HRD practices contribute to job satisfaction and employee retention within the APF, Nepal. When personnel perceive that the organization invests in their professional development and supports their career aspirations, they are more likely to remain committed and engaged in their roles over the long term.

Overall, HRD practices and career planning have profound relationship in the APF, Nepal. By providing trainings such as leadership development training, management training, recruitment, selection, welfare activities, transfer, promotion system, fostering leadership skills, conducting performance evaluations, and promoting job satisfaction, HRD Department enables personnel to draw a clear path for career advancement and fulfillment within the organization. Thus, APF, Nepal is adopting various practices to enhance and upgrade professional knowledge and skill of personnel.

Finally, this research reveals that APF, Nepal should generate and implement clear career pathways, continuous training programs, leadership development, mentorship, and comprehensive welfare support. Additionally, fostering transparent communication, regular performance reviews, and recognition programs will ensure the APF personnel to be motivated, skilled, and aligned with organizational goals, enhancing overall career satisfaction and administer effectiveness.

## CHAPTER V

### SUMMARY AND CONCLUSION

#### 5.1 Summary

HRD involves enhancing the skills, knowledge, and capabilities of individuals within an organization through training, field visit, foreign studies tour, observing activities, conference, education, career advancement, and other learning opportunities inside and outside the organization. It aims to maximize employee potential, improve performance, and foster a culture of continuous improvement to meet organizational as well as individual goals effectively.

HRD in APF, Nepal encompasses comprehensive training, skill enhancement, and personnel management to ensure operational readiness and professional growth. This involves specialized training in combat tactics, VVIP and VIP security, disaster management, border security training, and human rights awareness activities. APF, Nepal is regulating various practices to upgrade skills and knowledge, fostering a culture of excellence and adaptability within the force. The prime importance is placed on the leadership development, ethical conduct, and psychological resilience to effectively handle diverse challenges. Furthermore, recruitment processes are refined to attract qualified individuals, while performance evaluations, welfare system, medical facilities for family member, education to children, and career advancement opportunities are provided to motivate, self-satisfaction, work life balance of personnel and maintain organizational effectiveness in safeguarding national security. In this study researcher focused on some specific objectives such as existing HRD practices in APF, Nepal, constraints of HRD activities and impact of HRD actions for career planning of APF personnel.

Furthermore, the researcher adopted qualitative research method and inductive approaches selected as the research methodology to find out research objectives. Necessary data collected through primary and secondary sources. Extensive literature review was conducted for study. The qualitative descriptive design was adopted to identify the HRD in APF, Nepal. Qualitative data analysis was the main instrument for this study. As data collected from primary and secondary source and analyzed in descriptive and explanatory methods.

Data collection methods such as interviews, focus groups discussion, and participant observation are employed to gather rich, in-depth insights from APF personnel, trainers, and administrators. These qualitative techniques allow researchers to explore distinctions, experiences, and perceptions surrounding HR practices, training effectiveness, and organizational culture within the APF, Nepal. Data analysis involves thematic and descriptive analysis to identify patterns, recurring themes, and unique perspectives emerging from the qualitative data.

Career development is another key aspect of HRD within the APF, Nepal. Personnel are provided with opportunities for advancement through promotions, specialized training, and educational sponsorships. The study highlighted that it is insufficient but ensures a competent and motivated workforce. Performance management systems are in place to evaluate the effectiveness and efficiency of personnel, providing feedback for improvement and recognition for outstanding performance.

APF, Nepal is providing different welfare program to increase morale and motivation of personnel for better performance. This program includes differ provisions for healthcare, education, and financial assistance to personnel and their families. The APF engages in community outreach programs and collaboration with other agencies to enhance public trust and cooperation. So, HRD in the APF, Nepal is a dynamic approaches and ongoing process aimed at ensuring the readiness, effectiveness, and professionalism of its personnel in safeguarding the nation's security and serving its citizens on time.

The researcher found that most of the respondents are very satisfied with existing welfare facilities and medical facilities, recruitment and selection process, promotion and transfer system of APF, Nepal. As for the performance evaluation system most of the other rank and junior officer are very much satisfied but most of the senior officers have interested for the scientific, pragmatic, transparency and rational mechanism of performance evaluation system. The research suggests to use modern and transparent evaluation system in an organization. Additionally, the research highlights the need of HRD activities, infrastructures, training, welfare system, performance appraisal system to enhance knowledge, skill and capacity, competency, to change the attitude, and to produce competent personnel to achieve the organizational goal providing quality service to the public on time.

The existing HRD system shows strong points such as a formal performance appraisal system, opportunities for foreign training, and upgrading quality of HR knowledge and skill. The study found that APF, Nepal is upgrading professional skills of personnel, enhancing professional knowledge and changing its personnel's attitudes however.

The researcher indicates that APF, Nepal must invest more resources for human resource development for scientific performance evaluation system, sufficient learning environment, sufficient infrastructure, updated training directives, more academic training, training materials, quality logistic equipment, well welfare system, high quality medical and school facilities as well as it must adapt modern technology to improve APF, Nepal to deliver more effective service delivery. By addressing these areas and fostering a strong link among HRD mechanisms, APF, Nepal can implement a comprehensive and HRD-oriented scientific performance appraisal system, and contributing to the organization's overall success and development.

## **5.2 Conclusion**

APF Act, 2058 and its Regulation 2072 guides APF Nepal's HRD practices in since its establishment in 2058. The initial transfer of officers from NA and NP were crucial in adopting the best practices of HRD of NA and NP. Since then, APF Nepal has paved away its own kind of HRD practices contextualizing its mandates and nature.

APF Nepal has been regularly appreciated for its effective service delivery as mandated to it by the APF Act. The bravery APF Nepal has displayed led to the faith in the citizens in carrying out its mandates regularly. Either it was in terms of maintaining peace and security in the country or its role during natural disaster such as earthquake, flood, land slide or during any internal conflict situation, APF Nepal has not left any stone untouched. Despite of such positive performances, APF personnel management system has some vital issues related to the promotion, recruitment and transfer. It has impacted hugely in identifying the right man in place. There is an urgent need to link HR register to the recruitment, transfer and promotion system in APF, Nepal. The recruitment process of APF Nepal is also affected by the external environment. The delayed decision-making process of government has affected its promotion system especially in higher positions. The delayed result published by universities is also affected in the recruitment of Inspectors as appropriate graduates do not get ample time to apply for the vacant positions in APF, Nepal as they cross the limitation of the service age bar. APF Nepal is conducting both basic training and advance training. The trainings are

conducted for career purposes rather than for the need of organization. When assessing the training needs, its impacts are visible in HRD, HR planning, and also collectively in its goal achievement.

Resource constraints also pose major hinderances for lesser effective training. Again, APF Nepal personnel suffer from financial deficit comparing to other institutions especially the private sectors impacting on the livelihood of APF personnel. Because of low salary, trained man powers are prematurely retiring from jobs of APF, Nepal.

Additionally, the researcher highlights that APF, Nepal is upgrading professional skills, enhancing professional knowledge and changing personnel attitudes however, it needs more well infrastructures, advance welfare programs, sufficient budget, modern technology, clear rules indifferent sectors and training sources for quick and sound service delivery to public. Furthermore, APF, Nepal has to construct clear career path of personnel and expand investment on human capital sector for quality service delivery.

Ultimately, the researcher focused particular area for study so that other upcoming researcher could explore into several potential areas for research within APF, Nepal organization. Such as investigating the impact of specific training programs on performance and organizational effectiveness, examining the role of leadership development in shaping organizational culture and enhancing operational outcomes, exploring the effectiveness community engagement programs to enhance trust. Finally, analyzing emerging trends such as the integration of technology in training and its implications for future workforce development strategies are also some of the other areas to focus for the study.

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## APPENDICES

### Appendix “A”

(Refers to page No. 24)

#### **Checklist for in depth interview with the informants and respondents.**

Namaste!! My name is Dinesh Bahadur Rayamajhi, a MSDPS Student as APFC&SC Sanogaucharan, Kathmandu. I am doing research for my master degree thesis work with the objective to identify “**Human Resource Development in APF, Nepal**”. In this regard, I will ask some questions and I hope you will answer it accurately to the extent your knowledge permits. You may stop me during interview or skip the questions if you don’t like to response them. However, I expect that you will answer my questions as this will help to identify challenges and issues regarding HRD in APF, Nepal with your consent, I also like to record the interview hope this fine with you.

Shall we proceed for interview?

Name:

Age:

Sex:

Marital status:

Occupation:

Designation:

Address (working place):

Contact Number:

Email:

1. How is your occupation? Are you satisfied with your salary?
2. What do you understand about the human resource development in APF Nepal?
3. What are the current activities of human resources development in APF, organization?
4. What are the constraints of human resources in APF, Nepal?
5. What kind of training have you completed?
6. Are you satisfied with your trainings? If not why?

7. Are you satisfied with the training resources?
8. Are you satisfied with the physical infrastructure of APF, Nepal's training schools?
9. Does your training contribute in your career planning?
10. How is the performance evaluation system in APF, Nepal?
11. Are you satisfied with existing performance evaluation system in APF, Nepal?
12. What types of trainings are conducted in APF, Nepal?
13. How do you enhance your professional knowledge, skill and efficiency?
14. Is budget sufficient for the trainings in APF, Nepal?
15. What are the factors which helps to enhance your morale and motivation ?
16. How do you communicate with your commander to provide feedback?
17. What is your expectation with your organization?
18. Has your knowledge enhanced after your enrolment in APF, Nepal? If yes, how?
19. Does your family member satisfy with your job?
20. Have you completed mandate-oriented training or job specific training during your service period? If no explain.
21. How do you think that your professional knowledge is helping on your working field?
22. What is your view about transfer and promotion system in APF, Nepal?
23. Have you been joined in foreign training? If yes where and when did you participate?
24. How does existing human resources development activities impact in your career planning?
25. Have you suggested any feedback to your commander? If yes write your suggestion.
26. What types of welfare facilities have you taken from welfare system?
27. Have you participated in any foreign United Nations Mission? If yes when and where?

28. What are your suggestions to make strong APF organization?

29. Have you participated in any foreign training? Explain.

30. Do you want to say anything more regarding human resources development system in APF, Nepal?

Date: ..... Signature: .....

## Appendix “B”

(Refers to page No. 24)

### Checklist for in depth interview with the informants and respondents.

Namaste!! My name is Dinesh Bahadur Rayamajhi, a MSDPS Student as APFC&SC Sanogaucharan, Kathmandu. I am doing research for my master degree thesis work with the objective to identify “Human Resource Development in APF, Nepal”. In this regard, I will ask some questions and I hope you will answer it accurately to the extent your knowledge permits. You may stop me during interview or skip the questions if you don’t like to response them. However, I expect that you will answer my questions as this will help to identify challenges and issues regarding HRD in APF, Nepal with your consent, I also like to record the interview hope this fine with you.

Shall we proceed for interview?

Name:

Age:

Sex:

Marital status:

Occupation:

Designation:

Address (working place):

Contact Number:

Email:

1. What do you understand for human resource in your word?
2. What do you understand human resources development in APF, Nepal?
3. Do you satisfy with welfare system and practices of APF, Nepal?
4. Do you have sufficient training resources to complete your training? Elaborate.
5. How does your training impact on your career planning in APF, Nepal?

6. Do you feel that training help to enhance professional knowledge, skill and attitudes?
7. Do you feel that this training increases your moral and motivation?
8. What are the existing human resources development practices in your organization?
9. What are the existing constraints to human resources development in APF, Nepal?
10. what do you suggest to your commander about your training?
11. What is your performance evaluation system during the training period?
12. Does your training help you after retirement on your personal life?
13. Does your family member satisfy with your job? If not why?
14. Do you want to add more thing for human resources development of APF personnel?
15. What do you think about transfer and promotion system in APF, Nepal?
16. Did you get any foreign training during your service period?
17. Do you want to say anything more regarding human resources development system in APF, Nepal?

Date: ..... Signature:.....

## Appendix “C”

(Refers to page No. 24)

### Checklist for in depth interview with the informants and respondents.

Namaste!! My name is Dinesh Bahadur Rayamajhi, a MSDPS Student as APFC&SC Sanogaucharan, Kathmandu. I am doing research for my master degree thesis work with the objective to identify **“Human Resource Development in APF, Nepal”**. In this regard, I will ask some questions and I hope you will answer it accurately to the extent your knowledge permits. You may stop me during interview or skip the questions if you don't like to response them. However, I expect that you will answer my questions as this will help to identify challenges and issues regarding HRD in APF, Nepal with your consent, I also like to record the interview hope this fine with you.

Shall we proceed for interview?

Name:

Age:

Sex:

Marital status:

Occupation:

Designation:

Address (working place):

Contact Number:

Email:

1. How do you define human resource?
2. What is your understanding about human resources development?
3. What are the human resources development activities in APF, Nepal?
4. What are constraints of human resources development in APF, Nepal?
5. How do you select trainees for domestic training?
6. How do you select trainees for foreign training?
7. How do you make link between training and career planning of APF, personnel?

8. Do you provide sufficient training materials to trainees?
9. Is physical infrastructure sufficient for trainees?
10. How do you provide training equipment for practical training?
11. Is budget sufficient for training and infrastructure?
12. What is the performance evaluation system in APF, Nepal?
13. What is your view about career planning of APF personnel?
14. Is there any job specific training in APF, Nepal?
15. How do you conduct job specific training?
16. How does APF, Nepal conduct trainings?
17. What is the budget and equipment management system in APF, Nepal?
18. What types of challenges are occurring in APF Nepal regarding human resources development?
19. How does trainings impact on the career of APF personnel?
20. How do you evaluate knowledge, skill and attitudes during training period?
21. Do you believe that training helps to enhance professional efficiency?
22. Are there any other measures to enhance capacities of APF personnel excluding training? Explain.
23. How does trainings are applicable with career path of personnel?
24. Is this academic course relevant with your career enhancement?
25. Do you want to say anything more regarding human resources development system in APF, Nepal?

Date : .....

Signature:.....