



*Aseorías y Tutorías para la Investigación Científica en la Educación Puig-Salabarría S.C.
José María Pino Suárez 460-2 esq a Lerdo de Tejada, Toluca, Estado de México. 7223898473*

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TÍTULO: Un estudio empírico sobre la medición del papel de los programas de desarrollo profesional de las universidades del sector público de Sindh.

AUTORES:

1. Cand. Ph.D. Nadia Samo.
2. Ph.D. Mumtaz Ali Junejo.

RESUMEN: Este estudio es un esfuerzo empírico para comprender la relación de los programas de desarrollo profesional en el desempeño laboral de los empleados con el efecto de mediación del apoyo organizacional percibido. El estudio usó el análisis de regresión para probar las relaciones. Los resultados del estudio confirmaron que los programas de desarrollo profesional están relacionados positivamente con el desempeño laboral y el apoyo organizacional percibido que media completamente la relación entre los programas de desarrollo profesional y el desempeño laboral. Los formuladores de políticas pueden enfocarse en estos hallazgos para mejorar el desempeño laboral.

PALABRAS CLAVES: programas de desarrollo profesional, desempeño laboral, apoyo organizativo percibido.

TITLE: An empirical study on measuring the role of career development programs of Public Sector Universities of Sindh.

AUTHORS:

1. Cand. Ph.D. Nadia Samo.
2. Ph.D. Mumtaz Ali Junejo.

ABSTRACT: This study is an empirical effort to comprehend relationship of career development programs on employee job performance with mediation effect of perceived organizational support. Study used regression analysis to test the relationships. Results of study confirmed that career development programs are positively related to job performance and perceived organizational support fully mediates the relationship between career development programs and job performance. Policy makers can target these findings to enhance job performance.

KEY WORDS: career development programs, job performance, Perceived Organizational Support.

INTRODUCTION.

There is a huge competition among the organizations in the globe due to certain changes in political, social and technological challenges (Evans, Pucik & Barsoux 2002). This is the reason why, there is huge need to train the staff and the employees holding core position in the organization. This could prepare them to compete in the field of market and develop the status in the field of business. It's very important to keep the eagle eyes on the awareness of the growth of knowledge in the previous decade to make some necessary precautions to meet the challenges.

This step will be helpful for the organization, not only for improving the technology but also efforts taken towards increased production and improved skilled human resource for organization development goals. It's very important for organization to improve the opportunities of career development programs for the employees who will certainly improve the quality of work and the employee job motivation.

Employees are the core resource, it's very necessary the utilization of the employees' skills and contribution for the company to achieve desire goal to ensure sustainability of organization. The management must consider the required trainings for the employee which will provide adequate knowledge to the staff technically. This will conclude with skilled and well-trained employee who will put his all efforts by utilizing specialization of skills for the task assigned him by the management (Afshan, Sobia, Kamran & Nasir 2012, 646).

The employee plays crucial role for succession of the organization, it is often asked that why the human resource is so important and are considered as intellectual property of the firm. The employee has proved to be the backbone of the company to achieve the fruitful targets (Houger 2006). And for this, employees must be fully trained to gain the increased and improved profit for the company. Through trainings, the employee learns how to utilize their competences.

The management has to decide how to set the criteria and select the right employee to get effective trainings which may be make a bridge of success for management. Therefore, it needs to work on the restructuring the human resource to make it convenient for each employee to fit for the place relevant to their field of work and benefit the organization.

Time to time employee assessment is highly recommended to assist them to obtain the maximum skills needed for the improve commitment.

In Africa and general in Uganda, the Human resource is very poor and challenging in the field of competition. Most of the time, the organization is facing severe difficulties in finding the right person for the right task. This can cause the risk of loss in the company i.e. risk of corruption, political influences, poor or low economic growth, lack of knowledge and education (Kamoche 2002, 994 – 995).

DEVELOPMENT.

Significance and Scope.

This research study is very important because its results would allow the universities to define the influence of their support for employees' career development on their performance. It would also be beneficial for faculty in the universities by advising them to improve their careers for their performance enhancement and career welfare. It would also assist human resources experts in diverse organizations by providing them with empirical proof that supporting employees for career development is beneficial for the organizations.

Objectives.

- To detect the procedures of career development support that is given to faculty by the universities.
- To observe the influence of the universities' management support for career development on employee performance in universities.
- To observe the relationship between the universities' encouragement for career development and staff performance in universities mediated by perceived organizational support.

Research problem.

Research problem for this study is to see if career development programs impact on job satisfaction and if their relation is mediated by perceived organizational support.

Literature review.

There are several articles and research conducted by the famous scholars regarding turnover of employee at workplace. Nowadays, the turnover of the employees is one of the biggest issues faced by the organizations. It affects the overall performance of the organization.

It not only affects the performance of the organization, but also waste of time, cost, capital and organization reputation. The definition of the turnover is when an employee is engaged in any organization with a designation and later, he quits the job or is being terminated by the management for some reasons (Mobley, 1977).

The employee's turnovers are sometimes voluntary and may be sometimes involuntary. The voluntary turnover is defined as when the employee leaves the organization with his or her own wish reasoning job dissatisfaction, due to unsatisfactory salary or due to unsafe organizational environment.

Turnover.

The involuntary turnover refers to when an employee is willing to work in the organization but the management has decided to terminate him/her due to some forces or may be employee has faced some influences which make him quit the job unwillingly (Yanga, Wanb & Fu, 2012).

One of the famous scholars mentioned that employees form a trust/ belief that the organization gives value to their contribution after observing their sincerity and dedication of work and cares for their wellbeing (Eisenberger et al., 1986). The study discovered that POS decreases absenteeism and the relation between POS and absenteeism is superior for employees with a robust argument than those with poor argument or debate.

Studies conducted by Rhoades and Eisenberger (2002) explored that the organization values the contribution of employees and care for their wellbeing.

According to meta-analysis Abhinav International Monthly Refereed Journal of Research in Management & Technology VOL. 32 5, ISSUE 6 (June 2016) Online ISSN 2320-0073 specified that there are 3 major categories of beneficial treatment received by employees (i.e., fairness, supervisor support, and organizational rewards and favorable job conditions) which were associated with Perceived Organizational Support. Perceived Organizational Support, in turn, is actually related to

outcomes favorable to employees (for example., job motivation and job satisfaction, positive and assertive mood) and the organization (for example; affective determination of commitment, work performance, and lessened withdrawal behavior).

These relationships depended on processes assumed by organizational support theory: employees are certain that the organization's actions were flexible, feeling of obligation to aid the organization, requirement of socio-emotional needs, and expectations of rewards for their performance. According to by Riggle et al., (2009), in meta-analysis of 167 studies, which were specifically conducted to examine the effects of POS on outcomes of four employees i.e. Job satisfaction, organizational commitment, intentions to leave the job and work performance, it was observed that there is strong positive effect of Job satisfaction on perceived organizational support and for organizational commitment; a reasonable, positive effect on employee performance; and there is a strong, negative effect on intention to leave.

According to Ahmad et al. (2015), during 112 studies in a Meta-Analysis, he observed that there is a positive significant impact on employees' job satisfaction, their work engagement and organizational commitment whereas a moderate impact was revealed in its turnover intentions and organizational citizenship behavior.

Ahmed and Nawaz (2015) conducted more than 10 studies in a Meta-Analysis and it was found there a huge influence of POS by growth opportunities, justice, colleagues' support, supervisor support etc. If we see history and review of both POS HR and POS literature points the positive and significant research on the relation between both. According to Shore and Shore (1995), POS Literature, there are two kinds of HR Practices which are really very important for the progress of higher POS i.e. Discretionary practice which leads organizational caring but the company is not bound for this to any union contract or policy and 2. HR practices leading to organizational recognition of the contribution from employee.

In conclusion, here it is revealed that HR practices which signify their modes in which the organization is concerned for the employee work performance and values their participation of work is may be important for improvement of POS.

In the perception discussed above, many HR practices are so important in showing their concern towards employee job motivation and their basic needs to be satisfied. The first satisfactory package of salary is the most important for meeting employees' psychological needs. Second one can be the growth of one employee in maintaining their career development opportunities and providing them the opportunities to seek more innovative work in the organization. Third HR practice is leading to provide social status and support to the employee; for example: good work, family relationship, social gatherings and exchange of healthy opinions and expressions between individuals, these can be very helpful for relatedness of employees need.

It is justified that HR Practices which are chosen to examine as past experience of POS may include, offering good pay, providing career development opportunities, family friend environment with family support and leader members exchange.

(Eisenberger, Cummings, Armeli, & Lynch, 1997; Eisenberger et al., 1986; Shore & Shore, 1995) defines in organizational support theory, the relationship between employees and employers which are most probably based on exchange of social theory and are used as an implication of organization's commitment to the employee.

The Certain key processes trigger the organizational support theory (Rhoades & Eisenberger, 2002). The 1st is that organizational support theory is stuck in the concept of voluntary correspondence based on social exchange theory (see Blau, 1964; Homans, 1958) and develops its name from the exchange relationships between organizations and employees (Rhoades & Eisenberger, 2002).

When the employee realizes that his organization is committed and provides enough motivation towards his career growth, he becomes loyal and meets the organizational needs so well to meet with organizational goals (Eisenberger et al., 1986).

As suggested by Cropanzano and Mitchell (2005), “social exchange relationships grows when employers ‘take care of employees’ which thereby produces beneficial results for the organization” (p. 882). Second, the socio-emotional needs of employee are fulfilled when the organization shows a caring and respectful gesture toward employees (Rhoades & Eisenberger, 2002). The third process is included work performance and reward expectations. Based on a social exchange process, employees develop their belief that they will be recognized for their hard work. The higher value is based on flexible and discretionary rewards which are not provided by the other person (Rhoades & Eisenberger, 2002).

The fundamental concept of organizational support theory is POS that assures a measure of social exchange worth between the parties (Colquitt et al., 2013). POS states to employees’ global beliefs about the level to which the organization values their assistances and cares about their well-being. Most employees want support and gratitude from their organization. Previous research supports that POS is related to many positive work related performances: taking helpful risks on behalf of the organization (Neves & Eisenberger, 2012), improved self-determined motivation and work engagement (Gillet, Huart, Colombat, & Fouquereau, 2013), affective organizational commitment and positive behavior (Wikhamn & Hall, 2012), and heightened satisfaction and performance (Cullen, Edwards, Caser, & Gue, 2014).

On other hand, employees who are with low levels of perceived organizational support show improved counterproductive work performance and lessen task performance (Shoss, Eisenberger, Restubog, & Zagenczyk, 2013).

Model.**Results and Hypotheses Testing.**

H: 1: Career development programs is positively and significantly related to job performance.

Path (C) Exploration.

Variable	R	R ²	Adjusted R ²	B	Sig
	.70	.50	.49		
CDP				.45	.000

Dependent Variable: JP.

Regression shows a strong relationship between career development programs and job performance ($r=.70$) and 50% is the variation ($R^2= .50$). Findings further submit that career development programs is positively and significantly related to job performance ($\beta = .45$, $p< .01$) meeting the primary condition for path (c) advocated by (Baron & Kenny, 1986) and accepting the hypothesis.

H: 2: Career development programs is positively and significantly related to perceived organization support.

Path (A) Exploration.

Variable	R	R ²	Adjusted R ²	B	Sig
	.71	.50	.49		
CDP				.46	.001

Dependent Variable: JP

Regression conclusions demonstrate high association between career development programs and job performance ($r=.71$) and 50% is the variation. ($R^2= .50$). Outcomes portray that career development programs is negatively and significantly related to job performance ($\beta = .46$, $p < .01$) fulfilling the second situation for path (a) given by (Baron & Kenny, 1986) and confirming the hypothesis.

H: 3: Perceived organizational support is positively and significantly related to job performance.

H:4: Relationship between career development programs and job performance is fully mediated by Employee silence.

Path (B) and Mediation Exploration.

Variable	R	R ²	Adjusted R ²	B	Sig
First Model (Path C)	.70	.50	.49		
CDP				.45	.000
Second Model	.74	.55	.54		
POS (Path B)				.52	.001
CDP				.21	.067

Dependent Variable: JP.

Above table contains two models. First model is analysis of (path c) which was already done at first step and same results have been carried here for comparing it with second model with a view to specify impact of mediation. Second model contains outcomes of regression analysis having job performance as dependent variable and career development programs and (actually independent variable) and perceived organizational support actually mediating variable) have been taken as independent variables as suggested by (Baron & Kenny, 1986). Results of second model specify that perceived organizational support is positively and significantly related to job performance ($\beta = .52$, $p < .01$) fulfilling third condition for path (b) suggested by (Baron & Kenny, 1986) ending in accepting hypothesis 3.

Career development programs which was significant in first model (path c) ($\beta = .45$, $p < .01$) is no longer significant with considerable decrease in β value ($\beta = .21$, $p > .05$) with inclusion of mediating variable fulfilling last condition described by (Baron & Kenny, 1986) and displaying full mediation (Baron & Kenny, 1986) culminating in accepting the hypothesis 4. Study confirms that perceived organizational support mediated relationship between career development programs and job performance.

CONCLUSIONS.

Above discussion was intended to comprehend if perceived organizational support mediated relationship between career development programs and job performance. Study results confirmed that perceived organizational support mediated relationship between career development programs and job performance.

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DATA OF AUTHORS.

1. Nadia Samo. Ph.D. Scholar SALU khairpur Mirs Assistant Registrar MUET SZAB Campus
nadia.samo@muetkhp.edu.pk
2. Dr. Mumtaz Ali Junejo. Ph.D., Professor, Department of commerce, Shah Abdul Latif University
Khairpur Email: Mumtaz.junejo@salu.edu.pk

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