IMPACT OF HUMAN RESOURCE SYSTEMS AND PRACTICES ON ATTITUDES TOWARD CAREER DEVELOPMENT PROGRAMS IN THE BANKING SECTOR OF JORDAN

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Abstract

Purpose: The purpose of this paper is to examine the effects of human resource systems and practices, on attitudes toward career development programs. Specifically it aims to investigate whether the human resource systems and practices being adopted and employed by the banking sector in Jordan, impact attitudes toward career development programs.

Methodology: The main instrument of research used in this study was the survey questionnaire which consisted of two parts. The first part was focus on human resource systems and practices linked to career development programs. The second part inquired into how the subject banks view career development programs. Data gathered were statistically treated using arithmetic weighted mean, and it was interpreted based on the Likert scale, in testing the hypothesis multiple regression was used.

Findings: The results showed that the following human resource systems, job analysis, human resource planning, recruitment and selection, performance appraisal, and promotion were noted to be linked with career development programs, there was positive views regarding what career development programs can do. Regarding the impact of human resource systems and practices on attitudes toward career development programs, six proposition were developed, result of the multiple regression test showed that there were a positive effect of the following human resource systems; job analysis, human resource planning, recruitment and selection, performance appraisal, and promotion, and there was no positive effect of the employee assistance programs on attitudes toward career development programs.

Introduction

There is a general consensus that, the success and survival of business organization depends on the qualities, abilities, and talents of its employees, officers, and executives who run its operations. The quality, abilities, and talents in turn depend on the development activities and career development programs provided by organization, to improve the abilities of employees and prepare them for future jobs or positions in the organization**.** Successful business organizations would ensure that a continuous effort to develop individual are provided, which would stimulate them to be efficient and effective.

Planning and managing employee's development programs are necessary to ensure that, development objectives are truly served and met. These development activities are designed, and conducted on the basis of the objectives of the organization**,** and the needs of employees. Development activities and career development programs, would show a high concern of business organization for the advancement of employees in the organization.

The human resource systems and practices of the, job analysis, human resource planning, recruitment and selection, performance appraisal, promotion, and employee assistance programs practices will facilitate the organization with, duties and responsibilities required by a job and the qualification, skills and knowledge needed in the individual, who will fill that job, the number and kind of employees needed by the organization, attracting and hiring talented individuals, evaluating the performance to identify strengths and weaknesses to determine the areas in which employees need development, promotions which is considered an important element of majority of employees career, providing advisory and counseling services on personal problems to employees.

These human resource systems and practices, are the basis to plan the development activities and career development programs, by laying a solid foundation for development programs, and activites by determining the skills needed to achieve organizational goals, to ensure future career success in the organization.

Theoretical framework

Human resource systems and practices used and employed by organizations such as, job analysis, human resource planning, recruitment and selection, performance appraisal, promotion, and employee assistance programs, will certainly affect development activities and career development programs. Employees are expecting human resource systems and practices to serve their own long term career needs. As pointed by Selmer, the emphasis is on using human resource systems and activities and milestones such as recruitment and selection, performance appraisal to

facilitate career self- analysis, development, and career management (Selmer, 2000).

Job analysis: is the process and procedure of a systematic investigation of the tasks within a job, to determine the duties required, and the responsibilities of the job within organization. Job analysis is defined as the process by which organization collect detailed information, concerning the duties, and the characteristics of individuals required to be hired to perform the job (Cliffordnd.1994).

Job analysis determines the list of tasks to be performed in a job, duties and responsibilities of that job. The information collected and produced by the job analysis would be used, in building and writing the job descriptions, and job specifications. Job description indicates the responsibilities, duties, reporting relationships, supervisory responsibilities and working condition that a job encompasses (Dessler. 2008). Job specification is a list of required education and knowledge, skills, abilities, and personal characteristics that an employee must possess to do the job (Noe, et al. 2011).

Job analysis is important to support human resource system. The information produced in job analysis is very helpful to organization; these informations will be used in organization design, recruitment and selection, work redesign, human resource planning, performance appraisal, training, career planning and development, and compensation (Wright and Wexly, 1985).

Human resource planning: is one of the most important elements of employee's development. Through the human resource planning organization will meet its business goals and objectives, and will have an advantage over other organization or competitors. The planning process will identify the strength, and weaknesses of existing employees. The first step in the human resource planning is forecasting, which will help organization to determine, and predict the number, and types of employees needed to carry their operations, based on the kinds of product, and services they offer to their clients and customers. (Noe, et al. 2011).

These activities uses statistical models in predicting work force demand, these statistical models or leading indicators objectively measures, the accurate prediction of future work force demand based on historical trends and data, as with Wal-Mart when they used their past shopping patterns to predict, the number of employees needed to staff their shifts in each of the store they owned, on any given time, and any given day (K. Maher, 2007).

Effective human resource planning prevent overstaffing and understaffing, it ensure that, an organization will hire the right employees to fill the vacant job, with the right skills to carry out duties of that job, in the

right place, avd at the right times, also it will ensure that the organization is proactive and responsive to changes in its business environment, provide direction, and coherence to all human resource activities and systems, and it unite the perspective of all managers in the different levels, line and staff (Mello, 2011).

Human resource recruitment: After predicting the number and types of employees, organization will have to hire individual, the role of human resource recruitment is to, build a supply of potential new hires, when need arises. Recruiting consist activities carried out by organization with the objective of attracting potential new employees (Barber, 1998).

These activities are undertaken before the actual selection to encourage, qualified and talented workers to apply for jobs in the organization, from internal or external sources. Due   to advances in information technology, companies are now recruiting online ads, the finding of a survey conducted by the Conference Board indicates that there is an increase in the number of online ads (Benderoff, 2007), and one of the most important features of this kind of electronic recruitment, is the ability to target and attract job applicants, whose values will match some how the company or organization's value, and those who poses skills, and capabilities that will match the job requirements (Dineen, 2009).

Companies or organizations which are able to grow during recessions or slow economy, will have a competitive advantage when they hire the best talent or qualified individuals, while other organization are forced to stop hiring, freeze pay increase, or by laying off talented and qualified employees (Colvin, 2009).

Selection: Proper selection and hiring the right employees is very complicated activities because, organizations are trying through these activities to match, the right employees or individuals with the vacant jobs. Organization must make decision with regards to who will be joining the organization. Selection start with individuals and workers whom identified in the recruiting stage, and there number will be narrowed to those employees who are best fit the jobs, or whom the organization believes that, they are the most talented and qualified to perform the vacant jobs (Noe, et al. 2011).

The steps to be followed in the selection process vary form organization to organization, how ever in general majority of business organization uses the following steps in the selection process :(Carrell, et al., 1995)

1. Initial screening.
2. Application Blank.
3. Testing.
4. Preliminary interview and employment diagnostic.
5. Reference checking and background of applicant.

6. Departmental interview.

7. Job offer.

8. Medical and physical test.

9. Placement.

Performance appraisal: Is defined by Gary Dessler as any procedure that involves setting work standards, appraising employee's actual performance against those standards, and giving employee's a feedback with the objective of motivating him or her to overcome performance deficiencies or continue to perform above par (Dessler, 2008). This definition imply that performance appraisal is a process of evaluating and measuring behavior in the work place, through rating employee's performance by supervisor, peers, and clients. For most organization performance appraisal main objectives are evaluative or developmental. In the developmental appraisal, performance feedback is a major need for development, due to the fact that all employees want to know how they were rated, by providing information that every employee in the organization wants to know, as what is it expected of me? How am I doing to meet your expectation? So they can perform successfully (Heinze, 2009). A new trend is the 360 degree feedback-performance measurement which involves rating of employee's performance in work-related behaviors (Brell and Atwater, 2001). With the aim of developing employee, the rater identifies the strength that the employee posses or employee weaknesses which would require more development (Noe, et al., 2011). When the employee receives this feedback he or she will start sets specific development goals and objectives (Bence, 2010) for future career move.

Developmental performance appraisal gives, employees direction for their future performance based on the strength, and weaknesses identified in their past performance, the result or outcomes of performance appraisal would influence the organization decisions on the development programs of employees.

Performance appraisal is very useful for career planning purposes, they provide opportunity to review the employee's career plans, based on his or her strength or weaknesses.

Promotion: refers to the assignment of an employee to a higher position with greater duties, challenges, responsibilities, and more authority (Noe, et al., 2011). Promotions benefit both the organization and employees. Organization will use the abilities of their employees and will fill vacant position, and for employees promotions will encourage excellent performance, most employees believe that high performance leads to promotion. For many employees, a promotion is considered a prize, it has been a part of employee dream, which means statues, satisfaction, and

financial rewards to those who are able to rise in an organization (Dessler, 2008).

Employee Assistance Programs: In an attempt to increase productivity of workers, organization are offering Employee Assistance Programs by which, organization provides counseling and advisory services to employees, to deal with personal problems, that cover personal legal and financial services, child care referrals, mental health counseling, and it extend it to life event planning (O'Connell, 2002). Sick family members and depression are the reason for taking many sick leave days by employees; organization can reduce absenteeism of employees, by providing advice on issues of elder care referrals, and disease management, which is covered by employee assistance programs (Owens, 2006).

Career development program: defined as the planned effort of linking the needs of individual's career with the organization's workforce requirements (Gutteridge, et al. 1993). This definition implies that, career development programs are, a continuous and endless process of assisting employees to plan for their future career, in line with the organization's requirement, and future direction so that, both parties will achieve their objectives. In the career development programs, organizations, managers, and employees play major roles in the planning and development of individual's career. Career matter much for many potential employees, management should provide a proper career development programs, and managers are responsible for developing employees. There is therefore, a challenge in organization, and a commitment for management to provide career opportunities for their career employees, through career development programs. According to Noe organization are using several approaches to develop employee, which falls under four general categories which are: formal education, assessment, job experiences, and interpersonal relationships (Noe, et al., 2011).
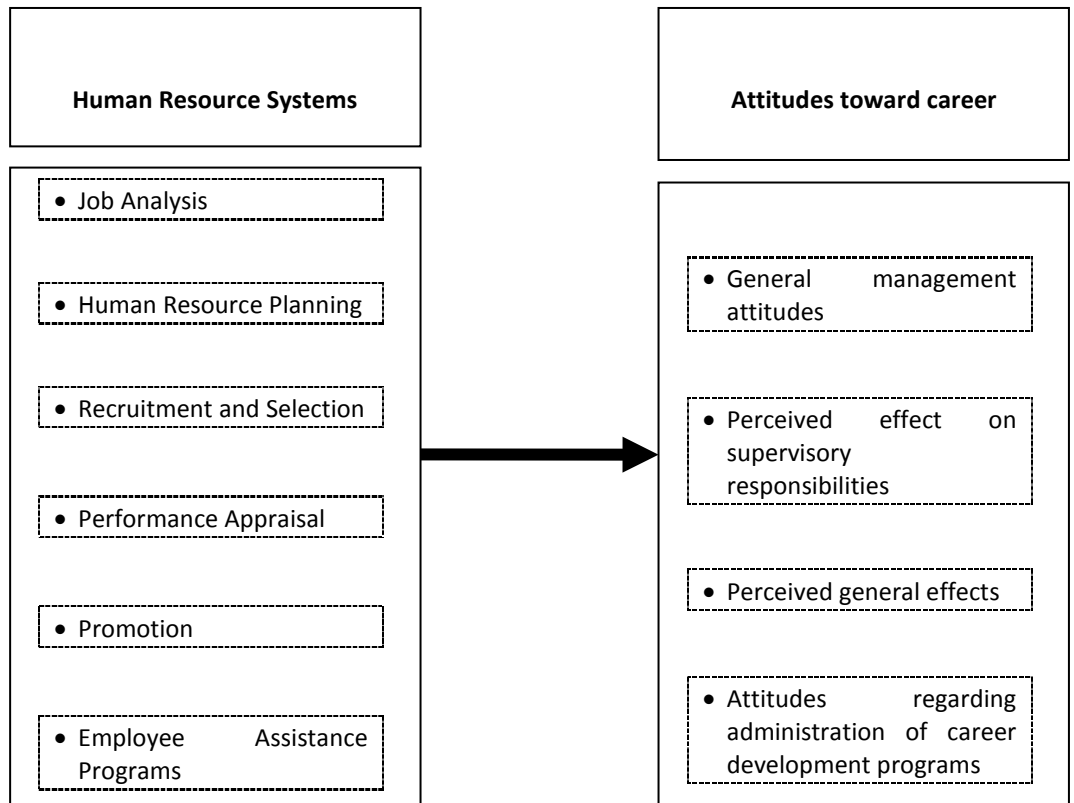
Fig. 1   Research Framework

Statement of the Problem

This research focuses on investigating the linkage of the human resource systems being practiced in the banking sector, on the way these banks view career development program.

Specifically, this research looked to answer the following specific question:

To what extent do the human resource systems (job analysis, human resource planning, Recruitment, Performance appraisal, Promotion, and Employee assistance programs) being practiced and employed by the banks, affect attitudes toward career development programs?

Hypotheses setting

Development plans or programs are developed based on human resource systems and policies. These human resource systems and practices are considered to be, the inputs of determining these future developmental activities. Knowledge of the duties, responsibilities and individual qualifications required by the job, determining the number and types of people needed, attracting talented and qualified employees and hiring them, evaluating employee's performance to identify their strengths and

weaknesses, promoting qualified and talented employees, and assisting employees to solve personal problems, would certainly affect employee's development activities, and career management. Based upon discussion, the following hypotheses can be proposed:

H1: There is a significant positive effect of job analysis practices on attitude toward career development programs.

H2: There is a significant positive effect of human resource planning practices on attitude toward career development programs.

H3: There is a significant positive effect of Recruitment and selection practices on attitude toward career development programs.

H4: There is a significant positive effect of Performance appraisal practices on attitude toward career development programs.

H5: There is a significant positive effect of promotion practices on attitude toward career development programs.

H6: There is a significant positive effect of Employee assistance programs practices on attitude toward career development programs.

Related studies

A different but somehow related to the present study, is the conceptual paper conducted on exploring the associations of culture, with career and the mediating role of human resource practices by (Kats Merel, et al., 2010) they developed a framework with the aims of highlighting, the importance of human resource practices as, a mediator between national culture and employees career, the paper contributes to the literature in focusing how culture through human resource practices might influence career success, based on Hofstede's cultural dimensions: power distance, uncertainty avoidance, individualism versus collectivism, femininity versus masculinity, and long-term orientation, they develop five propositions regarding the impact of culture on career-relevant human resource practices, and how these practices might influence employee career success. In their conceptual paper they focused on, the mediating role of human resource practices as, opposed to advancing hypotheses about direct relationships between, culture and career success. According to them, there is evidence that suggest the global environment has a converging effect on values and attitudes held by managers, and this may be translated into increasingly similar human resource practices, whereas other evidence are suggesting that, culture has a diverging effect on these values, which may be translated into different human resource practices. This study, adds to this discussion on the career perspective by, developing more cultural perspectives to study the direct and indirect association of culture and careers. They sought to map how cultural expectations of employer might act in concert with cultural expectations of employees, in ways which are likely to impact on employees'

careers. They outlined that culture, human resource practices, and career are linked.

This study somehow is related to the present study, it support the concept that human resource systems and practices are linked to career development programs, and it would certainly impact and affects attitudes toward career development programs.

The study of (Ballot, Hassan, 2009) on "Career commitment and career success: moderating role of self-efficacy" with the purpose of expanding the literature on career success by, examining the moderating role of self-efficacy on the relationship between career commitment, and career success. In his study he found that, career commitment predicted both objective (i.e. salary level), and subjective (i.e. career satisfaction) career success only for employees with average to high self-efficacy, but not for those with low self-efficacy. He concluded that, employees and employers may benefit from a close examination of the motivational, and cognitive dimensions that are important in career-decision making process. Highly-committed and efficacious employees would seek challenging tasks to master their own performance accomplishments, when engaging in career goals with which they see more opportunities for personal development, or career growth. Organizations too will benefit from highly committed and efficacious employees, if they prepare them for long-term engagement in activities, and career opportunities that contribute to career success.

This study is different from the present study because, it discusses the role of self-efficacy on the relationship of career commitment, and career success, but it was cited to emphasize the importance of career development programs, that would benefit the organization in having highly-committed and efficacious employees, and that employees will be benefited when organization provide them with career development programs, that will prepare them for long-term engagement in activities, and career opportunities that contribute to career success.

The study of (Bish, et al., 2004) on examining the effects of rewarding contextual performance with career development activities on perceptions of justice, titled "Career Development for Going Beyond the Call of Duty: Is it Perceived Fair?", when participants read vignettes, which gave information regarding two colleagues in a large retail store, who applied for career development activities. Types of career development activities, level of contextual performance, and the development activities. The study revealed the findings that; participants believed there was a greater justice when they received development activities, disregarding whose performance was higher, participant were satisfied and had more interest in pursuing a career in the organization, when they received development opportunity especially for organizationally-oriented activities, and happiness completely

mediated the relationship of those who received career development activities, and both procedural and distributive justice. This research has shown that career development decision, will influence how employee feels at work, and their subsequent perceptions of justice. And it is important that managers in organizations will be aware of, the messages they send to organization members by their decisions, which are related to career development.

This study is different from the present study, but it was cited because this research show that, decisions with regard to organization career development activities, are important to employees, and will impact how those employees view the organization.

The study of (Conger Stuart, 2002), titled "Fostering a career development culture: reflections on the roles of managers, employees and supervisors", he found that, culture within the organization could be positive and supportive, or threatening and destructive. And that a career development culture would assist address issues of productivity, competitiveness, and succession planning. It will help employees to redefine their talents so that, they will realize the full potential of their jobs. Supervisor should play a major role in establishing a career development culture within organizations, to let employees feel that, career development is worthy and it will benefit them so they will not feel that these effort will not add burden on them, and that supervisor do not conduct performance appraisal properly due to the fact that, they are afraid of their employees since those employees are virtually paranoid of a slight negative note on their files. He concluded that, a managed career development culture will benefits to a great extent both, the organization and employees, and that organization may want to address the needs of selected number of employees, but should end with covering all employees, supervisors, and managers, which would result in addressing a variety components so that, the needs of different employees will be met.

This study is different but somehow related in explaining the importance of establishing career development culture within organization, which would benefit both parties, the organization and the employees, and the important role of supervisors in evaluating employees through, performance appraisal which will identify the strengths of employees, and the weaknesses that will need further and more development.

Methodology

The main instrument of research used in this study was the survey questionnaire. This questionnaire consisted of two parts. The first part was focused on human resource systems and practices linked to career development. The second part inquired into how the surveyed banks view career development programs. A total 120 survey questionnaires were

distributed among mangers, division and unit heads in the banking sector of Jordan. Of the 120 distributed 96 were returned, 9 questionnaires were invalid, leaving a total of 87 valid. Thus the overall rate of return questionnaires was 72.5 percent.

Statistical Treatment of Data

The participants responded to all questionnaire items for measure using a rating ranging from 5 (to avery great extent, strongly agree) to 1 (to no extent at all, strongly disagree).

1. Arithmetic weighted mean: Responses on items for each measure were averaged using the arithmetic weighted mean, which was interpreted based on the Likert scale of boundary of numerals as presented below:

weighted mean	Weight	Descriptive interpretation
4.55 – 5.00	5	To a very great extent, Strongly agree.
3.51 – 4.50	4	To a great extent, Agree.
2.51 – 3.50	3	To a fair great extent, Some how agree.
1.51 – 2.50	2	To a little extent, Disagree.
1.00 – 1.50	1	To no extent at all, Strongly disagree

2. Hypotheses testing: Multiple regression was used to test the hypotheses**,** to decide whether to accept the proposed hypothesis, if the computed level of significance is less than 0.05 that, there is a significant positive effect of human resource systems and practices, on attitudes toward career development programs, and rejecting the hypothesis if the computed level of significance is more than 0.05.

Results

Table (1) shows the extent of linkage of human resource systems with career development programs, as perceived by the respondents in the surveyed banks. Respondents were asked to link human resource systems to the career development programs based on the following criteria with a decreasing scale of 5 to 1: (a) to a very great extent, (b) to a great extent, (c) to some extent, (d) to less extent, (e) to no extent at all.

Table (1) Human resource Systems Linked to Career Development Programs

No.	Human resource Systems	Mean	Standard Deviation
1.	Job Analysis.	3.07	1.189
2.	Human Resource Planning.	3.55	1.387
3.	Recruitment and Selection.	3.54	1.189
4.	Performance Appraisal.	4.33	0.845
5.	Promotion.	3.62	1.259
6.	Employee Assistance Programs.	1.58	0.995

The human resource systems when verified as to their linkage with career development programs, majority of these systems were linked. Human resource planning, recruitment and selection, performance appraisal, and promotion were noted to be linked with career development by respondents as "to a great extent" as implied by the weighted means of 3.55, 3.54, 4.33, 3.62, respectively. Job analysis according to respondents were linked as "to some extent" with a weighted mean of 3.07. On the other hand, with regards to employee assistance programs system, respondents indicated that it is not linked to career development program through their responses as "to a less extent" with a weighted mean of 1.58.

Table (2) presents the agreement or disagreement by respondents on statement regarding the general management attitudes, the perceived effect on supervisory responsibilities, the perceived general effects, and attitudes regarding the administration of career development programs.

Table (2) Attitudes toward career Development Programs

No.	Views on career development programs	Mean	Standard Deviation
1.	General management attitudes.	3.72	1.205
2.	Perceived effect on supervisory responsibilities.	3.67	1.169
3.	Perceived general effects.	3.69	1.106
4.	Attitudes regarding administration of career development programs.	3.57	1.213
	Total	3.66	1.173

The general management view was positive, since respondents "agreed" as implied by an average weighted mean of 3.72. On the perceived effect on supervisory responsibilities, respondents "agreed" as indicated by the average weighted means of 3.67. With regards to the perceived general effects on career development programs, respondents "agreed" according to their responses with an average weighted mean of 3.69. When asked about their views regarding the administration of career development programs, respondents "agreed" as depicted by an average weighted mean of 3.57.

On the total there was a positive view regarding what career development can do, the total responses of the respondents was "agreed" as depicted by the total average weighted means of 3.66.

Table (3) showed the results of the hypotheses test, as showing majority of the human resource systems and practices had an impact on attitudes toward career development programs, where H1, H2, H3, H4, and H5 were accepted, with the rejection of only H6.

As depicted H1 was accepted that there is a significant positive effect of job analysis practices on attitudes toward career development programs with a significant value of 0.02 which is less than the 0.05 level of significance. For the second hypothesis H2 as expected there was a significant positive effect of human resource planning practices on attitude toward career development programs the test indicated the 0.01 value of significance which led to the acceptance of hypothesis. Accepting the third hypothesis that there is a significant positive effect of recruitment and selection practices on attitudes toward career development programs due to the fact that the multiple regression test showed that the level of significance were 0.00 which in turn is less than the 0.05 level of significance.

Table (3) Impact of Human Resource Systems on Attitudes toward Career Development Programs

Hypotheses	B	T	Sig.
H1	0.08	2.40	0.02
H2	0.10	2.53	0.01
H3	0.28	5.70	0.00
H4	0.16	2.52	0.01
H5	0.11	3.44	0.00
H6	0.53	1.82	0.07

$R^2 = 0.91$ $F = 151.75$ **Sig.** $= 0.00$

The fourth hypothesis was accepted that there is a significant positive effect of performance appraisal practices on attitudes toward career development programs with a level of significance of 0.01which is lower than the 0.05 level of significance. Again H5 was accepted; the multiple regression showed a value of 0.00 level of significance which reflects that there is a significant positive effect of promotion practices on attitudes toward career development programs. The hypothesis H6 that there is a significant positive effect of employee assistance programs practices on attitude toward career development programs was rejected. The multiple regression test showed a value of 0.07 level of significance which is higher than the 0.05 acceptable level of significance.

Conclusion

This study suggests that, there is a link between human resource systems being practiced, and the career development programs. In this study it was assumed that, development activities would start with job analysis to define the duties, and responsibilities required to carry certain job, and the needed education, knowledge, and qualifications of individual to fill these jobs, so that organization will effectively use human resource planning to identify people needed, to run operations effectively, and efficiently, which would be translated by recruiting and hiring talented employees, who will fill the vacant jobs in the organization. Then performance appraisal will be conducted, to assess the strengths of employees, and the weaknesses that warrants further, and more development. Promotion to higher positions or jobs, would be the prize for those talented employees, who performs above standards.

This study found that, majority of human resource systems were linked with the career development programs, and those found to be linked to a great extent are the following: (a) human resource planning, (b) recruitment and selection, (c) performance appraisal, and (d) promotion. Job analysis was to some extent linked with the career development programs. Employee assistance programs were found not to be linked to career development programs; due to the fact that the cultural views of managers in the Middle East believes that, individuals will solve their personal problems away from the workplace. Organizations do not practice this human resource system; they do not provide counseling and advisory services to employees on personal problems. Managers in the Middle East believe that employees can handle, and solve their personal problems by themselves.

Business organizations depend on the quality, capability, and talents of their employees, potential employees are the most important assets of business organizations, and management must know how to detect the priceless potential employees, with due consideration of the human resource systems and practices being employed, it is through these human resource

systems and practices organization would ensure that, they hired the right individual with the right qualifications needed to perform the job, the right number of employees, evaluating employees performance to identify the strengths of those employees, and weaknesses which would require further development, promoting talented employees who perform above standard, would result in the retention of qualified employees, who would lead the organization to the achievement of its goals. Regarding the employee assistance programs, if it will be put into practice surely the productivity of employees would be increased, since organization will reduce absenteeism of employees, by providing counseling and advisory services to solve personal problems of employees.

In assessing the views regarding what career development can do, the results showed that, the views and attitudes of the general management, the perceived effect on supervisory responsibilities, the perceived general effects, and attitudes regarding the administration of career development programs, were positive.

Career development programs are designed to develop employees, and prepare them for future jobs and positions, with more responsibilities, and it will assist them in developing their career, which would result in the satisfaction of those employees.

It was believed that, these human resource systems would positively affect developmental activities, initiated and practiced by the organization.

In this study it was hypothesized that, the following human resource systems and practices: job analysis, human resource planning, recruitment and selection, performance appraisal, promotion, and employee assistance programs, would have a significant positive effect on attitude toward career development programs. The results of the hypotheses test demonstrate support for the proposition that, the following human resource systems: job analysis, human resource planning, recruitment and selection, performance appraisal, and promotion have a significant positive impact on attitudes in the subject banks toward career development programs. And with the rejection of only the last hypothesis that, there is a significant positive effect of employee assistance programs practices on attitude toward career development programs, the multiple regression test results showed that, there was no significant positive effect of this practice, on attitudes toward career development programs.

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