

Mediation Effect of Career Planning and Development and Organizational Development on Quality of Work Life: using Structural Equation Modeling



A. M. Mahaboob Basha, B. Ankaiah, J. Srivani, U. Dadakalandar

Abstract: The aim of the study is to identify the association between human resource development practices with respect to quality of work life. The researcher has taken various factors like: performance appraisal, training and development, coaching and counseling and career planning and development. The study is concerned to all levels of management in APSRTC-NELLORE zone. The survey method is applied to procure the data from various responses. Identified various factors which will impact on work life of employees. The total 546 respondents were collected from various categories of employees in the organization. A Conceptual model has been developed which explains quality of work life of an employee. The outcome of the research explores about what are the various human resource development factors which impact on individual work life of employees.

Keywords: Human resource development practices, quality of work life, appraisal of employee performance, training and development, career planning and development etc.,

I. INTRODUCTION

The service sector plays a very crucial role in the economy of any nation. Among the service sectors, the transport sector has its own importance. The human resource development factors almost play a very critical role for the development of individuals along with industry development. The rapid changes in prices, technology, policies and procedures of nations, there is a huge importance for the organizations to implement better HRD practices to improve employees work life. Among these, training and development, performance

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appraisal, career planning and development, coaching and counseling are some of the important parameters in human resource development practices.

II. REVIEW OF LITERATURE

(Lakshmi, 2017) A research carried out on human resource management practices at state bank of India in Thrissur district of Kerala with 57 sample size.

The outcome of the research evident that demographical variables do not Significant differ the human resource management practices. Performance appraisal, training plays significant aspects for quality of work life.

Traptipandya [1] study has been carried out job satisfaction levels of employees in the public sector banks located in various places of southern Rajasthan. There are certain influencing factors like: recruitment & selection, performance appraisal, working conditions, promotions, salary, transfer and work life balance plays a vital role for the employee job satisfaction which impact on organizational productivity.

Pavani [2] has conducted an elaborative study in the field of human resource development practices in APSRTC. The outcome of the research evident that, corporation failed to inculcate motivation and commitment among employees. Though staffs of the organization are experienced enough, they are not skilled enough to design and implement HRD practices in the organization.

Hidar [3] A study has been conducted in the are of telecom sector on the impact of human resource management practices on employee retension. The study reveals that compensation, dynamic environment, reward system of the organisation plays a significant role for employee retnsion in the organisation.

Dhinakaran [4] has conducted a research study to overcome various issues and proposes ways to reduce troubles and to provide higher insight, in addition to identify the passengers' insight towards service quality in tamilnadu State Corporation, kumbakonam limited at kumbakonam.

Akujuru [5] A study has been made in central bank of Nigeria on human resource development and employee performance. Organization has to move vibrant human resource development schemes have the privilege to sustainability and development. Morale and confidence among workers and employers are essential for congenial relationship and better productivity.



Reddy [6] Attempted to examine the information system policies and practices in APSRTC to identify the lapses and inadequacies and provide constructive suggestions to overcome the problem to improve overall managerial performance.

Chandran [7] opined that trade union and employer relations are essential for effective functioning of human resources in the organizations. Employees can put kept full efforts when, they fully satisfied with respect to monitory and non-monitory benefits.

Rao [8] conducted a research study to know the latest trends in APSRTC with respect to HRM practices. The study helps to know the existing HRM practices in the organization and would further support in giving necessary inputs for better functioning of the organization. Identified certain factors like: appraisal of employee performance, training and development and career planning and coaching for human resource development.

Wesly [9] conducted a research study, the outcome of the research evident that trade unions and political parties failed to create confidence in the minds of employees related employee benefits. Around 95% of the unorganized sectors employees are become members in the trade unions to safeguard their advantages.

III. RESEARCH METHODOLOGY AND DESIGN

Objectives of the study:-

1. To identify the antecedents of career planning of employees.
2. To identify the antecedents of organizational development.
3. To find relationship between career planning and organizational development and quality of work life.
4. Test the proposed conceptual model and offer suggestions.

IV. DATA ANALYSIS AND INTERPRETATION

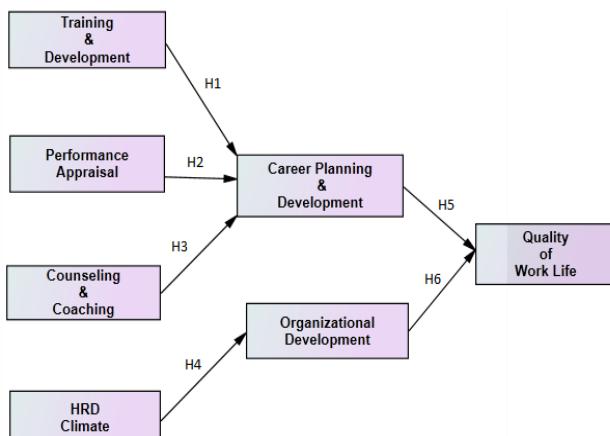


Figure 1: Fit Indices for Conceptual Model

Hypothesis Development:

H (1) Training and development in organizations is positively related to career planning and development.

H (2) Performance appraisal is positively related to career planning and development.

H (3) Counseling and coaching is positively related to career planning and development.

H (4) HR development climate is positively related to organization development.

H (5) Career planning and development is positively related to quality of work life.

H (6) Organization development is positively related to quality of work life.

Table 1: K-M-O & Bartlett's Test

K-M-O & Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.939
Bartlett's Test of Sphericity	Approx. Chi-Square	26747.26
	Df	5
	Sig.	.000

The sampling index of Olkin, Meyer and Kaiser is 0.939 which depicts that the factor analysis is suitable for the dataset which is being used for current research purpose [10]. In general KMO sampling adequacy is used to test the suitability of the factor analysis to the current research. The values between 0.4 and 0.9 reveal the suitability of factor analysis. The value below the 0.4 shows inappropriateness of factor analysis. Bartlett's test of Sphericity Chi-Square is 26747.265, which means the 57 statements were strongly having relationship among the variables. To test the reliability and internal stability of every factor, the Cronbach's alpha test is used. The reliability test value is 0.951 for all 57 variables for HRD Practices.

Table 2: Reliability Analysis

Case Processing Summary		
	N	%
Cases	Valid	546
	Excluded ^a	0
	Total	546
		100.0

a. Listwise deletion based on all variables in the procedure.

For testing the reliability of the dataset, Cronbach Alpha value was checked. Here the Alpha value is 0.951 which is more than 0.70, Nunnally [11] and it proves good reliability of the data set. Rotated component matrix (Table 4.4) has created 7 individual factors along with their variable with factor loadings more than 0.5. The extracted factors can explain total 63.335% of the variance in research model.

Table 3: Fit Index Structural Model Values

Fit Index	Structural Model Values
(Chi-Square/ df)	3732.349(df:1518)
RMSEA (Root mean-square-error-of Approximation)	0.052

GFI (Goodness- of -Fit Index)	0.793
AGFI(Adjusted -Goodness -of -Fit Index)	0.775
NFI (Normed- Fit- Index)	0.866
CFI (Comparative- Fit- Index)	0.915
TLI	0.911
RMR	0.056

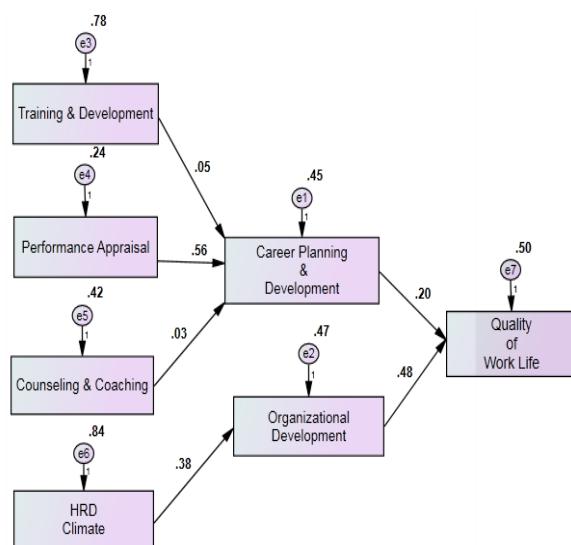


Figure 2: Output of Hypothesized Structural Model

Path Analysis was conducted for estimating the importance of influencing factors on excellence of work life. Career planning and development proven 0.74 and organization development shows 0.50. The other factors like: training to employees (0.47), appraisal of employee performance (0.26) and counseling and coaching have shown 0.35 and lastly human resource development has shown 0.72. From the Cole[12] justification, the goodness of fit can be examined by analyzing four criteria: chi-square goodness-of-fit; the goodness-of-fit (GFI), the adjusted goodness-of-fit (AGFI), and the root mean-square residual (RMS). Table 4.5 elucidates the confirmatory factor analysis (CFA) outcomes. The seven-factor model fitted the data fine (chi-square= 2264.536; df = 21 have shown well (Hair et al. (2010) and the [RMSEA] = 0 .443; RMR = 1.427; comparative fit index [CFI] = .992; TLI = .989; GFI = .968, AGFI=0.352). The CFI for the seven-factor model proves 0.90 and the RMSEA was 0.067. RMSEA of less than 0.08, in general, provides a good fit for the data which includes a model (Browne and Cudeck [13]. The comparative fit index (CFI>0.90) gives good fit of the model Joreskog K, Sörbom D [14]. This goodness-of statistics for the seven-factor model renders evidence of construct distinctiveness for training and development, appraisal of employee performance, learning aspects, career planning and development, quality of work life, human resource development climate, organizational development. The AGFI was 0.921, the recommended criteria value is 0.80 Byrne B[15]. In fact, to test the validity of discriminant analysis, the famous authors Larker and Fornell and Netemeyer et al [16], suggested the techniques to conduct the analysis. In this study, the variance-extracted observed for all the variables exceeded the recommended level of 0.50 Fornell [18] and Larcker [17] and also exceeded the squared

correlation between the variables. The variance-extracted estimates for decision excellence and competence-based faith were 0.54 and 0.73, in that order, and both exceeded the squared correlation between decision quality and competence-based trust. There are few variables which are loaded with less reliability removed from the analysis. The content of these items proposed that these item is measure of doughtfulness.

Table 5: Output of Hypothesized Structural Model

Outcome	Measurement Path	Hypothesis	Independent variables	Control Variables	P-Values
CPD	↔	H1	TD	1. Gender	<0.01*
CPD	↔	H2	PA	2. Age	<0.01*
CPD	↔	H3	CC	3. Income	<0.01*
OD	↔	H4	HRDC	4. Educational Qualifi	<0.001*
QWL	↔	H5	CPD	5. Length of Service	<0.01*
QWL	↔	H6	OD		

Table 5 exhibits the no. of factors and related analysis (CFA) outcome. The baseline seven-factor model suitable to the data (chi-square= 2264.536; DF = 21 have shown well (Hair et al. (2010) and the root mean-squared error of approximation [RMSEA] = .443; RMR = 1.427; comparative fit index [CFI] = .992; TLI = .989; GFI = .968, AGFI=0.352). The CFI for the seven-factor model exceeded 0.90, and the RMSEA was 0.067. RMSEA of less than 0.08, in general, provides a good fit of the model to the data (Browne and Cudeck, 1993). The comparative fit index (CFI>0.90) gives good fit of the model. This goodness-of statistics for the seven-factor model shows the evidence of distinctiveness for training and development, appraisal of performance, coaching and counseling, development of employee career, quality of work life, human resource development climate, organizational development. The AGFI was 0.921, the recommended criteria value is 0.80 Byrne To test validity of discriminant, we followed the measures suggested by Fornell and Larcker and Netemeyer et al.

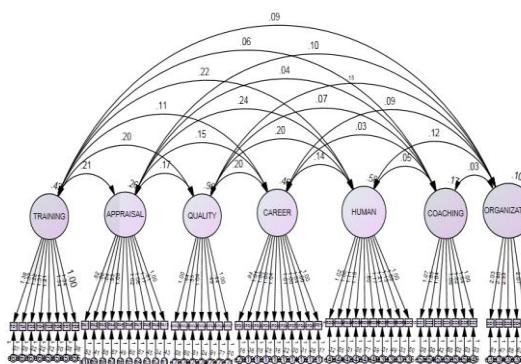


Figure 3: Confirmatory Model

Here we tested the association between extracted estimates of variance with the correlation between model construct. In this study, the extracted variance estimated for all variables is more than the suggested criterion level of 0.50 (Fornell and Larcker, 1981, p. 46) and also more than the correlation between the squared variables.



The extracted variance estimates for result quality and competence-based trust were 0.54 and 0.73, respectively, and both more than the squared correlation between decision quality and competence-based trust.

V.RESULTS

1. H1: Training and development in organizations is positively related to career planning and development: Significant P-value ($p<0.01$) with positive (+.24) path co-efficient supports the above hypothesis. Training and development parameters like: identification of training need assessments, frequency of training programs, periodically conducting training programs will have positive impact on career planning and development.
2. H2: Performance appraisal is positively related to career planning and development: Significant P-value ($p<0.01$) with positive (.42) path co-efficient supports the above hypothesis. Performance appraisal parameters like: identify needs of the employees, opportunity for self review; all round feedback, improve working relations and increasing employees productivity will have positive impact on career planning and development.
3. H3: Counseling and coaching is positively related to career planning and development: Significant P-value ($p<0.01$) with positive (.11) path co-efficient supports the above hypothesis. Counseling and coaching parameters like: methods of self control, resolve job related problems, solving day to day problems, avail coaching facility will have positive impact on career planning and development.
4. H4: HR development climate is positively related to organization development: Significant P-value ($p<0.01$) with positive (.51) path co-efficient supports the above hypothesis. HRD Climate parameters like: employee development, acquiring new skills and knowledge, reward to the good work done, team spirit and employee productivity will have positive impact on organizational development.
5. H5: Career planning and development is supporting the hypothesis: Significant P-value ($p<0.01$) with positive (.30) path co-efficient supports the above hypothesis. Career planning and development parameters like: assess employees' potentialities, job transfer, present and future job options; awareness on formal career plans on regular basis will have positive impact on quality of work life.
6. H6: Organization development is supporting the significant. Significant P-value ($p<0.01$) with positive (.46) path co-efficient supports the above hypothesis. Organizational development parameters like: Human resource information systems, co-operation among the employees and awareness on policies of HRD will have positive impact on quality of work life.

VI. CONCLUSION:-

Therefore, it can be conclude that the productivity and work life balance of employees relies on HRD practices which show significant positive relationship among all the variables.

In fact, prosperity of employees will relies on not only economic aspects but also individual happiness in life.

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