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THE RELATIONSHIP BETWEEN THE LEVELS OF SUPERVISOR SUPPORT AND TRANSFER OF TRAINING: A STUDY IN ONE PRIVATE SECTOR ENTERPRISE

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Abstract

This study aims to explore the trainee's perception on the levels of supervisor support and transfer of training. This study of relationship was conducted in one selected company in Kuching, Sarawak. This quantitative study incorporates a sample of 86 respondents by using the method of simple random sampling. Respondent feedback and responses were collected by using the apparatus of questionnaire survey and were analyzed using One-Way Analysis of Variance (ANOVA) and Pearson Correlation. The ANOVA was used to test the differences between the demographic factors of respondents such as age, academic background and length of service. The Pearson Correlation on the other hand, was used to understand the relationship between the selected independent variables of the research (supervisor support in terms of acceptance, encouragement, participation, reinforcement practice skills and teaching in program) with the dependent variable (transfer of training). The statistical analysis showed that, only one demographic factor (length of service) had an impact on transfer of training. All independent variable have positive relationship with transfer of training except for supervisor support on terms participation. Thus, supervisor supports were crucial for further exploration for the future studies. Therefore, both human resource development practitioners and management of the organization should work together to maximize transfer of training. Transfer of training should be facilitated by providing supervisor support to trainees in order to ensure positive transfer.

Keywords: supervisor support, transfer of training, case study, private sector

JOB SATISFACTION AND JOB PERFORMANCE:
THE MODERATING ROLE OF GENDER DIFFERENCES

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Abstract

This study was conducted to examine the moderating effect of gender differences towards the relationship between job satisfaction and job performance. Although studies about relationship between job satisfaction and job performance have been conducted over the years, moderating role of gender differences has received less attention in job satisfaction models. With little empirical knowledge about these relationships, this area is crucial for further research hence the reason for conducting this study. The survey research method was used to gather 170 usable questionnaires from a sample of employees in a manufacturing factory in Muar, Johor. Over the past years, the characteristics of job satisfaction have been much highlighted. This study will be looking at the 5 important elements of job satisfaction as included in Model of Job Description Index (JDI). The variables being looked at in this study which fall under the job satisfaction construct are pay, promotion, supervision, work and co-workers. The dependent variable is job performance which is being looked at through employees' perception of their job performance. The moderator being studied is gender differences. This study looked at 5 direct effect hypotheses and 5 indirect effect hypotheses to test the moderating effect of gender differences. Pearson Correlation, Multiple regression and Hierarchical regression analyses were used in the study to test the hypotheses. The outcomes of hierarchical regressions show that the gender differences and job satisfaction had not increased job performance. Therefore, this result confirms that gender differences are not a moderator in the relationship between job satisfaction and job performance. This finding could be affected by corporate culture, ethnicity differences, qualification differences and racial differences rather than gender differences. Hence, diversity should be considered in the relationship and can be looked at further in future research. The implications of this study to theory and practice, conceptual and methodological limitations as well as directions for future research are discussed.

Keywords: gender, job satisfaction, job performance, moderator,

THE EFFECT OF RATING ERRORS TOWARDS THE EFFECTIVENESS OF PERFORMANCE APPRAISAL

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Abstract

The aim of this paper is to explore the effect of rating errors towards the effectiveness of performance appraisal. This research studies the informants knowledge on rating errors, the effect of halo effect, leniency and central tendency towards the effectiveness of performance appraisal and ways that could be taken to solve and prevent rating errors. The organization that is chosen for this study is one of the government agencies in Malaysia. This study used qualitative approach and in-depth interview used to collect the data. Four (4) informants involves in this study. The data was analyzed by using content analysis technique. The findings of this study stated that rating errors such as halo effect, leniency and central tendency has a negative effect towards the effectiveness of performance appraisal. This study suggests that the raters should be train on rating errors and measurement in order to have appropriate understanding on performance appraisal and to avoid rating biases and inaccuracies. Moreover, employee feedback is also necessary to avoid rating errors by giving their opinions and comments on their rating results. This study also provides a strong basis for further research on performance appraisal rater especially on cognitive modeling of a rater while conducting performance appraisal. In conclusion, this research would benefit the employees and the organization by identifying underlying factors which may jeopardize the effectiveness of performance appraisal. With a fair and just performance appraisal exercise, it would increase the moral and commitment of employees to the organization. The implications of this study to theory and practice, conceptual and methodological limitations as well as directions for future research also are discussed.

Keywords: hallo effect, leniency, central tendency, performance appraisal

THE CROSS CULTURAL PERSPECTIVES OF ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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Abstract

The aim of this paper is to review the relationship between organizational justice (OJ) and organizational citizenship behaviour (OCB) from the cross cultural perspectives. This paper discusses three stages of the literature about OJ and OCB. The first stage is the review about OJ as well as OCB and their evolution as independent concepts. The second stage explains on how these two concepts relate to each other in cross cultural perspectives. Then, the third stage discusses both the concepts from the Malaysian cultural perspective as an effort to develop human resources. The reviews were done based on the analysis and comparisons of several literatures for each of the stages whereby a total of 30 studies from different perspectives were used.The review of these three stages indicates that the concept of OJ and OCB are well grounded in theory. Findings showed that OJ has been researched in relation to job satisfaction, and employee performance. Numerous studies have also shown that OCB provides strong relationship between job satisfaction and performance. Furthermore, studies from Malaysian contexts reported significant relationship between OJ and OCB. Researchers also strongly believe that these concepts have cross cultural similarities like the search for fairness and the willingness of an employee to give full effort to an employer. This is an important paper because it gives a clear comparison between OJ and OCB in cross cultural environments through a comprehensive review between literatures. For example one of the findings showed that the factor of OCB identified in the Nepalese organizations were replicating the traditional Western models of OCB. This is also an effort to help the practitioner and academician to understand the concepts as a competitive advantage in this globalization era.

Keywords: Cross culture, Organizational justice, Organizational citizenship behaviour

OUTCOMES OF WORK-FAMILY ENRICHMENT : AN EXPLORATORY STUDY IN MALAYSIA

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Abstract

The increasing amount of attention of work family interface and work family enrichment has recently receiving positive side in work family literature. Unfortunately, most evidence came from studies in Western cultural context. As work family interface is culturally sensitive, it would be interesting to determine to what extent Western findings could be generalized to Eastern cultural context.The purpose of this study is to explore the relationship between work-family and family-work enrichment and mental and physical health among private sector employees in Malaysia.A quantitative survey methodology and self-completed questionnaires with 18 items of work family and family work enrichment; 20 items mental and physical health were used to obtain data from a sample of 50 respondents from private sector organizations in Kuala Lumpur, Malaysia. The data collected was analyzed using Statistical Package for the Social Sciences (SPSS) version 17.0.Overall finding showed that Malaysian respondents had a higher level of family-work enrichment than work-family enrichment. Pearson Correlation Test was used to identify the relationship of work-family enrichment and family-work enrichment with mental health and physical health of employees. The finding of this study showed that they were a significant relationship between work family enrichment and family work enrichment with mental health of the employees. However, neither work-family nor family-work is significantly correlated with physical health of the employees.Parallel to previous Western findings, high level of enrichment lead to high level of mental health on the matter. Related to the matter no further investigation is needed between enrichment and physical health. Therefore, organization could develop policies and programs to increase employees' work-family and family-work enrichment so as to maintain and improve their mental health; which eventually will affect organization performance.

Key word: Work-family enrichment, family-work enrichment, mental health, physical health

WORK-FAMILY CONFLICT AND ORGANISATIONAL COMMITMENT IN A PRIVATE SECTOR

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Abstract

Commitment and retention of employees are two salient issues faced by human resource managers in today's organisation. For organisations, the high cost of recruitment, poor customer relationship and hidden cost of loss productivity have subsequently highlighted the importance of retaining commited employees as an aspect of survival in organisation. In Western literature, work-life imbalance had been identified as one of the factors influencing an employee's commitment to organisation. Increasing number of women in the paid market and advancement of technology are among the factors that contribute to work-life imbalance among employees, and the same situation is taking place in Malaysia. Therefore, this study is interested to examine to what extent work-life imbalance, that is., work-family conflict (WFC) and family-work conflict (FWC) influence employee commitment towards organisation in Malaysian context. This study extends past research by investigating both directions of conflict; i.e., work –family conflict (WFC) and family-work conflict (FWC) and three types of commitment; that is; continuance, affective and normative. This study use a survey with sixty sets of questionnaires administered to employees in a private sector organisation in Kuala Lumpur, Malaysia. The questionnaire consists of 18-item work-family and family-work conflict and 18-item on organisational commitment. Data was analysed using SPSS version 17.0 and hypotheses were tested using Pearson Correlation and Multiple Regression.The study found that; similar to previous findings, WFC was significantly higher than FWC. As hypothesised, WFC was negatively related with affective commitment, while FWC was negatively related with continuance commitment. In order words, high level of WFC leads to less emotional involvement and identification with organisational goals, while high FWC lead to decrease feeling to remain in the organisation. Therefore, in order to increase organisational commitment of the employees, strategies should be developed to decrease work-family and family-work conflict faced by the employees.

Key word: work-family conflict, family-work conflict, commitment