THE IMPACT OF MANAGEMENT SUPPORT FOR HUMAN RESOURCE DEVELOPMENT ON EMPLOYEE JOB SATISFACTION: A STUDY OF PUBLIC SECTOR COLLEGES IN LAHORE

*Basharat Raza, Abdul Moueed, Muhammad Ali

National College of Business Administration & Economics, Lahore

*Corresponding author's email: basharat_hailians@hotmail.com, 0321-8861341

ABSTRACT: *This study attempts to identify the effect of management support for HRD on perceived organizational support and in turn its effect on employee job satisfaction as well as managerial coaching behavior moderate the association of management support for HRD and perceived organizational support. The respondents of this research were faculty members of different public sector colleges in Lahore. The results found that Management support for HRD is positively correlated with employee perceived organizational support and relationship between Management support for HRD and perceived organizational support was moderated by managerial coaching behavior and organizational support not mediates the effect of Management support for HRD on Employee job satisfaction. The practical implications, limitations and future directions are also discussed.*

Key Words: Management support for HRD, Coaching, managerial coaching, perceived organizational support, job satisfaction.

INTRODUCTION

Coaching performs being a method for understanding, being familiar with and improvement is actually a key factor to make a feeling regarding further advancement and goal that leads to help organizational commitment [1]. Managerial coaching is defined as efficient managerial practice that enhances worker mastering as well as efficiency [2-3-4]. Training favorably has an effect on productivity, which results in a more impressive range associated with the customer along with employee satisfaction so growing brand name value [5]. Training can lower chance connected with the inability because training effects effectiveness, grows your talent bottom and also advances the amount of capability. It can help using creating local climate created for finding out which regularly besides facilitates throughout understanding how to assist developers, but gets self-managed to understand techniques including training as well as support [1]. Managerial coaching can be explained as "a simple yet effective managerial process of which boosts worker mastering in addition to performance" [6]. Energetic, international business situations produce steady chances for constructive alter as well as call for understanding companies to seize as well as discuss understanding experiences amongst their own users [7].

Purposes can be utilized during the entire training work. They're widely used to find the kind of coaching demonstrates, to provide an awareness relating to what actually individuals will understand, to describe to help source individuals precisely what is anticipated after the attainment on the program and assess coaching programs [8]. Effectiveness associated with trainers who provide the training might always become important within the closing come back after coaching investment decision [9]. Some researchers pointed out whether administrative coaching improve employee skills [10]. Some companies, which are committed or non-committed to be able to training, the outcomes produced demonstrated in which often coaching not only favorably affected career efficient and in addition assisted inside bettering employee's chance to deal with stress on the job. The environmental factor like peer assistance have a very large effect affecting on about not simply support, coaching actions, yet enthusiasm in order to transfer learning [11].

Furthermore, employees realize that supervisors' opinions connected with subordinates in many cases are presented to top administration as well as affect top management's landscapes, even more adding to employees' relationship connected with peer assistance by perceived organizational support. Although above a dozen researches possess reported good associations connected with perceived organizational support using administrator help [12]. Perceived organizational support can be explained as "The amount to which workers consider a firm values his or her share as well as feeling for you regarding their well-being"[13]. As well as a highlight with place of work learning and modify, there may be increasing proof organizations moving many responsibilities normally related to HRD providers, such as training and improvement[14]. Path-goal leadership theory connection the way in which supervisors in addition to leaders actually motivate workers to accomplish selected aims. Employees in the organizations who are competent, facing some issues regarding management support and coaching behavior, leading to decrease employees perceived organizational support and job satisfaction. These issues are harmful for organizations because employees feel dissatisfaction which leading to turnover intentions, sick leaves, and low quality of performance associated with services etc. [15].

This paper tries to solve the above said issues by the help human resource development practices. In this study we will try to identify the effect of management support for HRD on perceived organizational support and in turn its effect on employee job satisfaction as well as managerial coaching behavior moderate the association of management support for HRD and perceived organizational support. Further this study tries to investigate that the management support for HRD have the positive impact on employee job satisfaction. When it will be proved then managers can give their employees management support and management coaching behavior treatment. This will improve their employee job satisfaction, and this lead to the benefits of organization.

The study find out the answers of these research questions:

- What is the impact of management support for HRD on perceived organizational support?
- What is the effect of perceived organizational support on worker job satisfaction?

- Does perceived organizational support mediate the relationship of management support for HRD and employee job satisfaction?
- Does managerial coaching behavior moderate the relationship of management support for HRD and employee job satisfaction?

LITERATURE REVIEW

Human resource development can be explained as "a procedure intended for establishing in addition to unleashing individual skills by means of firm advancement as well as employees coaching and advancement with regards to increasing efficiency." [16]. Research while using managerial standpoint target the specific characteristics with regards to HRD seeing that carried out by the employer [17]. Whereas individuals while using employee view concentrate on the individual activities concerning workers as well as their particular examination regarding HRD[18]. Human resource development will be all-around, and its core element cannot be harnessed by way of sole idea [19].

This research focuses on managing assistance for HRD. Businesses frequently forget to talk exactly what they want to complete as well as how the training may profit every single worker. The administration will take that for given which personnel have found that the rewards, that makes the full learning structure vague. Normally, the actual employees do not realize the actual long-term rewards, factors that have to be distributed to anyone earlier along the way. It really dings the full process since workers won't have the capacity to carry out precisely exactly what they may be required to carry out following your coaching session [1]. Therefore, management supports for HRD enhance the employee perceived organizational support, which often raise the satisfaction of the employee for that particular organization. The coach has to plan, prepare yourself, and along with indicate encouragement along with empathy towards the individuals. The coach should energetic communicator, pro-active thinker, an individual that develops on top of achieving training aims along with strategic aspects of the organization positioning main value. The coach plays a vital position with shifting the training to be able to perform effectively in a work situation [1]. Job satisfaction is a subjective perception associated with does the job, while enjoyable factor for one employee probably won't behave as an enjoyable function for another employee [20].

Organizational support theory supposed to meet socioemotional requirements in addition to looking for the organization's ability to help incentive elevated do the job attempt, employees build worldwide beliefs with regards to the actual extent to help that the firm beliefs their particular share in your case related to their particular well-being in perceived organizational support. Consequently, employees demonstrated a regular routine connected with deal using different transactions regarding the degree to be able to that organization loved their own contributions as well as would certainly deal with them confidently as well as unfavorably throughout different circumstances [21]. Workers obviously assume that the corporation has a common optimistic or perhaps damaging positioning to these people in which involves the two acknowledgements in their efforts and also concern with regards to wellbeing. As employees style international awareness concerning their particular valuation because of the firm, they acquire basic landscapes concerning

the amount to help that supervisors benefit their particular additions as well as worry regarding his or her well-being [12]. Due to the fact that managers turn out to be a real estate agent in the organization, that contain duty regarding guiding along with analyzing subordinates' efficiency, personnel could see their supervisor's good as well as unfavorable alignment towards them as suggestive from the firm's assistance [21].

In addition to a highlight with place of work finding out and alter, there is certainly growing evidence of companies transporting a few duties usually associated with HRD providers, which include instruction and growth, to be able to supervisors and commanders inside their companies [14].The results of these changing are now managers who previously managed the organization, now they are encouraged to evaluate, recognize, and improve human capitals for organizational performance [22-23]. Now a days in organizations primarily key targets accomplished by means of managerial coaching [6-24]. Causation may furthermore take place on the invert course, along with perceived organizational support rising administrative support: workers' trust that the group beliefs, their own contribution and also loves you concerning their own well-being might make them to think that manager, as an agent in the firm, tend to be confidently prepared towards these [25].

Mainly because superiors represent organizational agents of their treatment method connected with juniors, perceived supervisor support have to stimulate managerial help. The efficiency of this particular partnership would depend within the stage for you to those employees determine the supervisor while using the firm. Supervisors whom seem extremely valued and also well treated from the firm could well be extremely discovered while using organization's essential persona and also would certainly thus clearly affect managerial help [26]. Certainly, the employee may possibly capability some sort of supervisor's higher recognized standing in the organization's misunderstanding from the manager's personality. Managers who look to remain well known because of the business could well be believed by simply workers to be able to powerfully include this administration's attractiveness. Employees' conception with the position acknowledged his or her manager by the firm, and then the workers' indisputable fact that manager assist in addition shows organizational assist, would boost with employees' ideas. The administrator's unintentional administrative standing, since presented through these types of top highlights of the organization's constructive remedy method regarding administrators, should really moderate this partnership in between perceived supervisor supports along with administrative help [26].

With the passage of time has turned into an area of debate for HRD in addition to managing providers, specific individuals interested in powerful organization development (OD) and change strategies [6]. An ever-increasing focus on managerial coaching seems to be as a result of consistent depending on workplace learning along with development with regard to modern-day organizations to be competitive. Powerful, global organization surroundings generate steady prospects with regard to constructive alter in addition to require studying organizations in order to capture in addition to talk about studying the experiences amid their own members. Thus,
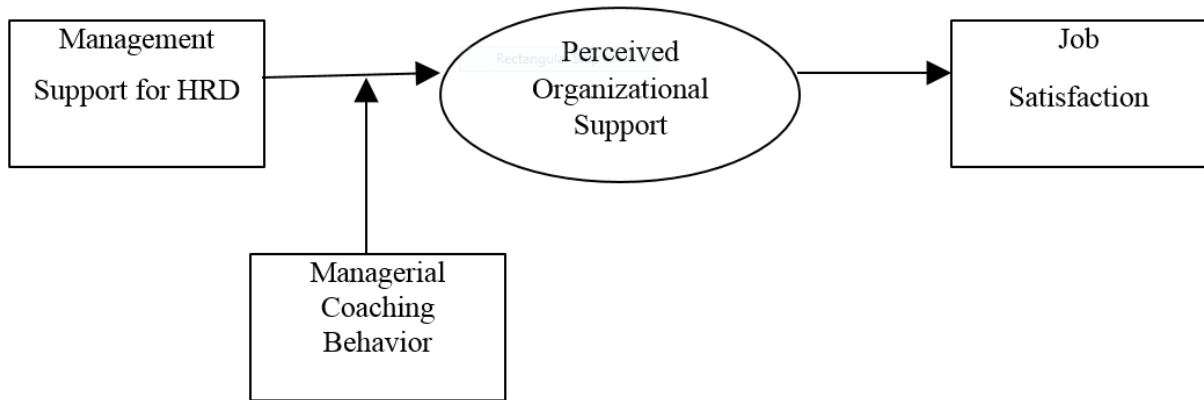
Figure 1: Conceptual Model

organizations possess began to make considerable investments in people and also societal capital advancement and also organizational learning [24]. Path-goal leadership researchers recommended exemplary useful management in addition to achievements driven. Managerial coaching can also be deemed a simple yet effective management in addition to management conduct in the path-goal management setting [24].

Research Hypothesis
A hypothesis which is to be tested in this paper are as follows:
1. Management support for HRD will have a positive impact on perceived organizational support.
2. Perceived organizational support will have a positive impact on employee job satisfaction.
3. Perceived organizational support will mediate the relationship of management support for HRD and employee job satisfaction.
4. Managerial coaching behavior will moderate the relationship of management support for HRD and employee job satisfaction.

RESEARCH METHODOLOGY
Sample and Procedure
The population of this study consist of teachers working in different public sector colleges of Lahore. A self -designed questionnaire was used to collect cross sectional data from the teachers. The 200 questionnaire were distributed among the respondents and 160 questionnaire were received back by researcher from which 147 questionnaire were used for data analysis.

Measures
Management support for HRD: We used these items in our study. (i) "Management of our company has a clear vision of human resource development," (ii) "Our company has a strong dedication to develop highly competent employees," and (iii) "Management of our company emphasizes the value of competent employees" [27-28]. Cronbach's alpha of this scale was 0.80.
Perceived organizational support: We used 8-items scale developed by [21] to measure POS. Scale anchors ranged from 1 *(strongly disagree)* to 5 *(strongly agree)*. Sample

items include *"the organization values my contribution to its well-being," "The organization fails to appreciate any extra effort from me," "The organization would ignore any complaint from me,"* Cronbach's alpha of this scale was 0.80.
Managerial coaching behavior: We asked individual employees to use [29] five-item managerial coaching behavior instrument to rate their immediate manager's coaching behaviors. Sample items include "My manager sets expectations with employees and communicates the importance of those expectations to the broader goals of the company," "My manager encourages employees to broaden their perspectives by helping them to see the big picture," "My manager provides employees with constructive feedback," Cronbach's alpha of this scale was 0.77.
Job Satisfaction: We assessed job satisfaction with the three items related to job satisfaction from the Michigan Organizational Assessment Questionnaire [30] Sample items include "I frequently think about quitting this job," "I am satisfied with the activities I perform every day at the job," "Generally speaking, I am very satisfied with this job," Cronbach's alpha of this scale was 0.82.

Descriptive Statistics
Table 1 presents the correlations of all variables. As shown in Table 1 management support for HRD relate to perceived organizational support (.259[*]), and not related to job satisfaction. Management support for HRD related to managerial coaching behavior (.533[**]). Managerial coaching behavior related to job satisfaction and perceived organizational support (.256[*]) (.549[**]) respectively.
.As shown in Table 2 management support for HRD has a significant relationship with perceived organization support (0.259[**]) in Model 1, and perceived organizational support has a significant relationship with job satisfaction (0.212*) in Model 5. Our hypothesis 1 & 2 supported, which were management support for HRD has a positive impact on perceived organizational support and perceived organizational support has a positive impact on job satisfaction. Our hypothesis 3 was not supported, which were perceived organizational support will mediate the relationship of management support for HRD and job

Table 1
Means, Standard Deviations, and Correlations

Variables	Means	Standard Deviations	1	2	3	4	5	6
1. Age	30.8281	5.30814						
2.Total experience	7.5000	4.26503	0.799**					
3.Organizational Tenure	4.2969	2.64683	0.617**	0.806**				
4.Management Support	3.1458	.82909	-0.102	-0.043	-0.083			
5.Managerial Coaching Behavior	3.2812	.64510	-0.114	-0.054	-0.156	0.533**		
6.Job Satisfaction	3.6302	.89505	0.103	0.112	-0.011	0.193	0.256**	
7.Perceived Organizational Support	3.2754	.55240	0.032	0.048	0.064	0.259*	0.549**	0.212

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 2: Results of Hierarchical Regression Analysis

	Perceived Organization Support			Job Satisfaction		
	M1	M2	M3	M4	M5	M6
Independent Variable						
MS[a]	0.259**			0.193		0.148
Mediating						
POS[b]					0.212*	0.174
Moderator						
MCB[c]		0.549***			-0.535**	
Interaction						
MS*MCB			0.873***			

Note: N = 147.

*p < .01, two-tailed. **p < .05, two-tailed, ***p < 0.1, two-tailed.
a=Management support for HRD
b=Perceived organizational support
c=Managerial coaching behavior

satisfaction. Because when we test mediation in model 6, then there were not significant impact of perceived organizational support on job satisfaction, and management support for HRD on job satisfaction. Therefore, our 3 hypotheses were not supported in our study. Our hypothesis 4 was fully supported, which were managerial coaching behavior will moderate the relationship of management support for HRD and perceived organizational support. Because when we test in Model 2, there were significant impact of managerial coaching behavior on perceived organizational support (0.549***), and when we test interaction of management support for HRD and managerial coaching behavior in Model 3, there were significant impact on perceived organizational support (0.873***), but it's negative the impact of management support for HRD on perceived organizational support (-0.535**). Therefore, our hypothesis 4 was fully supported.

DISCUSSION AND CONCLUSION
The objective of this study was to examine the impact of management support for HRD on employee job satisfaction as well as to find out the mediation effect of perceived organizational support between management support for HRD and employee job satisfaction and secondly the moderating effect of managerial coaching behavior between management support for HRD and perceived organizational support. A theoretical model showing the relationship

between these variable was empirically tested in this study. The results shows that hypotheses 1, 2, 4 received support and hypothesis 3 not supported by the data collected from the 147 teachers from different public sector institutions. Our regression analysis showed that management support for HRD is correlated with employee job satisfaction and the relationship between both variable was not mediated by the perceived organization support and the association between the management support for HRD and perceived organizational support was moderated by the managerial coaching behavior. The study results are similar to the previous studies or exiting literature.

A practical message for the respondents drawn from this study was that managerial support for HRD is important for the job satisfaction of the employees and the managerial coaching behavior of the manager makes the relationship between support for HRD and perceived organizational support more stronger as compare to the employees who are not supported by the management for HRD activities and managerial coaching behavior exercised by the manager or supervisor [26-21-31]. However, the employees who perceived that the management is not supporting the HRD activities within the organization and not receiving coaching from the supervisor become the more dissatisfied with their job.

These study findings regarding the management support for HRD and perceived organizational support were unexpected.

Traditionally it is believed that the actions and activities performed the organization and its representatives like supervisor are considered as the organizational support by the employees. Further, the relationship of managerial support for HRD and job satisfaction is consistent with the results of previous studies. The analysis showed the relationship between perceived organizational support and job satisfaction is in line with findings of different researches [32]. The mediation role of managerial coaching behavior between managerial support for HRD and perceived organizational support is also consistent with the finding [10]. The findings of this study have implications both for the researcher and practitioners. This study describes the different benefits of managerial support for HRD activities, managerial coaching behavior and perceived organizational support for the enhancement of employee job satisfaction. However, this study help to eliminate the less empirical evidence about the understanding of the managerial coaching [10-29] and facilitation of managerial coaching in different organizations.

LIMITATIONS AND FUTURE DIRECTIONS

We acknowledged some limitations of this research study which can become the opportunities for the academic researchers and practitioners for further explorations. Firstly, this study is based on self-reported data. Specifically, self-reported scale may not be appropriate as compare to the objectivity rating due to the social desirability and differential leniency in the self-reporting [33]. Furthermore, we believe that prospective common method variance effect is not a greater concern in the current study because the future studies can analyze these variable more objectively. Another major limitation of this study is that it was conducted the eastern culture specifically Pakistan and the application of these results in other culture should be careful because these finding cannot be generalize to the other countries specifically western culture. Next, Male respondents are dominant as compare to the female respondents which is another limitations of this study because few research studies have reported that female employees are respond more positively toward the developmental and working relationship than males [34] and future studies can investigate the role of gender in Management support for HRD, managerial coaching and employee job satisfaction.

REFERENCES

[1]. Latif, K. F., Jan, S., & Shaheen, N. (2013). Association of training satisfaction with employee development aspect of job satisfaction. *Journal of Managerial Sciences 7*, 160-178.

[2]. Ellinger, A. D., Ellinger, A. E., Hamlin, R. G., & Beattie, R. S. (2010). Achieving improved performance through managerial coaching. *Handbook of Improving Performance in the Workplace: Volumes 1-3*, 275-298.

[3]. Hamlin, R. G., Ellinger, A. D., & Beattie, R. S. (2008). The emergent 'coaching industry': a wake-up call for HRD professionals. *Human Resource Development International, 11*(3), 287-305.

[4]. Peterson, D. B., & Hicks, M. D. (1996). *Leader as coach, strategies for coaching and developing others, Minneapolis, MN, Personnel Decisions*.

[5]. Choo, S., & Bowley, C. (2007). Using training and development to affect job satisfaction within franchising. *Journal of Small Business and Enterprise Development, 14*(2), 339-352.

[6]. Hamlin, R. G., Ellinger, A. D., & Beattie, R. (2009). Toward a profession of coaching? A definitional examination of 'coaching,'"Organization Development,'and 'Human Resource Development'. *International Journal of Evidence Based Coaching and Mentoring, 7*(1), 13-38.

[7]. Ellinger, A. D., Ellinger, A. E., Yang, B., & Howton, S. W. (2002). The relationship between the learning organization concept and firms' financial performance: An empirical assessment. *Human Resource Development Quarterly, 13*(1), 5-22

[8]. Wickramasinghe, V. M. (2006). Training objectives, transfer, validation and evaluation: A Sri Lankan study. *International Journal of Training and Development, 10*(3), 227-247.

[9]. Gauld, D., & Miller, P. (2004). The qualifications and competencies held by effective workplace trainers. *Journal of European Industrial Training, 28*(1), 8-22.

[10]. Ellinger, A. D. (1999). Antecedents and consequences of coaching behavior. *Performance Improvement Quarterly, 12*(4), 45-70.

[11]. Seyler, D. L., Holton III, E. F., Bates, R. A., Burnett, M. F., & Carvalho, M. A. (1998). Factors affecting motivation to transfer training. *International Journal of Training and Development, 2*(1), 16-16.

[12]. Kottke, J. L., & Sharafinski, C. E. (1988). Measuring perceived supervisory and organizational support. *Educational and Psychological Measurement, 48*(4), 1075-1079.

[13]. Robbins, S., Judge, T. A., Millett, B., & Boyle, M. (2013). *Organisational behaviour*: Pearson Higher Education AU.

[14]. Liu, X., & Batt, R. (2010). How supervisors influence performance: A multilevel study of coaching and group management in technology-mediated services. *Personnel Psychology, 63*(2), 265-298.

[15]. Noone, B. M. (2008). Customer perceived control and the moderating effect of restaurant type on evaluations of restaurant employee performance. *International Journal of Hospitality Management, 27*(1), 23-29.

[16]. Swanson, R. A., & Holton, E. F. (2001). *Foundations of human resource development*: Berrett-Koehler Publishers.

[17]. Barrett, A., & O'Connell, P. J. (2001). Does training generally work? The returns to in-company training. *Industrial & Labor Relations Review, 54*(3), 647-662.

[18]. Glaveli, N., & Karassavidou, E. (2011). Exploring a possible route through which training affects organizational performance: The case of a Greek bank. *The International Journal of Human Resource Management, 22*(14), 2892-2923.

[19]. Tharenou, P., Saks, A. M., & Moore, C. (2007). A review and critique of research on training and organizational-level outcomes. *Human Resource Management Review, 17*(3), 251-273.

[20]. Rowden, R. W., & Conine Jr, C. T. (2005). The impact of workplace learning on job satisfaction in small US

commercial banks. *Journal of Workplace Learning, 17*(4), 215-230.

[21]. Eisenberger, R. H., Robin; Hutchison, Steven; Sowa, Debora. (1986). Perceived organizational support. *Journal of Applied Psychology, 71*(3), 500-507.

[22]. Ellinger, A. D., Ellinger, A. E., & Keller, S. B. (2003). Supervisory coaching behavior, employee satisfaction, and warehouse employee performance: A dyadic perspective in the distribution industry. *Human Resource Development Quarterly, 14*(4), 435-458.

[23]. Evered, R. D., & Selman, J. C. (1989). Coaching and the art of management. *Organizational Dynamics, 18*(2), 16-32.

[24]. Kim, S., Egan, T. M., Kim, W., & Kim, J. (2013). The impact of managerial coaching behavior on employee work-related reactions. *Journal of Business and Psychology, 28*(3), 315-330.

[25]. Yoon, J., & Thye, S. (2000). Supervisor support in the work place: Legitimacy and positive affectivity. *The Journal of social psychology, 140*(3), 295-316.

[26]. Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: contributions to perceived organizational support and employee retention. *Journal of applied psychology, 87*(3), 565.

[27]. Bartlett, K. R. (2001). The relationship between training and organizational commitment: A study in the health care field. *Human Resource Development Quarterly, 12*(4), 335-352.

[28]. Gubbins, C., Garavan, D. T. N., Hogan, C., & Woodlock, M. (2006). Enhancing the role of the HRD function: The case of a health services organisation. *GUEST EDITOR*.

[29]. Ellinger, A. D., Ellinger, A. E., Bachrach, D. G., Wang, Y.-L., & Baş, A. B. E. (2011). Organizational investments in social capital, managerial coaching, and employee work-related performance. *Management Learning, 42*(1), 47-68.

[30]. Cellucci, A. J., & DeVries, D. L. (1978). *Measuring managerial satisfaction: A manual for the MJSQ*: Center for Creative Leadership.

[31]. House, R. J. (1996). Path-goal theory of leadership: Lessons, legacy, and a reformulated theory. *The Leadership Quarterly, 7*(3), 323-352.

[32]. Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences* (Vol. 3): Sage.

[33]. Borman, W. C. (1991). Handbook of industrial and organizational psychology. In M. D. D. L. M. Hough (Ed.), *Job behavior, performance, and effectiveness* (pp. 271–326). Newbury Park CA: Sage.

[34]. Van Velsor, E., & Hughes, M. W. (1990). *Gender Differences in the Development of Managers: How Women Managers Learn from Experience*: ERIC.