The Relationship of HR Practices and Job Performance of Academicians towards Career Development in Malaysian Private Higher Institutions

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Abstract

The objective of this research paper is to construct a theoretical framework and examine the relationship between human resource practices that affects academician’s job performance towards career development. In the past research, there were studies on the constructs of human resource practices and job performance, however little concentrations have been focused on the relationship between two and its importance towards career development. This paper contributes to close the gap in current literature by equipping top management that want to improve job performances that leads to career development. Furthermore, the understanding in developing the association between human resource practices and job performance outcomes could be helpful to top management in the development of HR practices as to ensure high achievements of academic staffs’ performance.

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1. Introduction

The impact of education has direct influence on our society across many levels, which facilitate growth and development. A good indication of this is where developed nations of the world have high literacy rate and productive human resource [1]. Many of these nations have also started
impacting their human resource with selective training and education programs in order to meet the rising technical and business demands. Employees equipped with high education impart powerful knowledge and skills in order to be effective in a competitive environment. Higher education is identification to a better life in improving the standard of living, to meet the demand for higher pay from an organization and to adapt fast technology changing in global.

Malaysia is becoming a centre of educational excellence in the region and for the past one decade, the higher education sector in Malaysia has grown tremendously. A recent launch of “Strategic Plan for Higher Education: Laying the Foundation Beyond 2020” outlines the measures and strategies that will create Malaysia into an international centre of educational excellence (The National Higher Education System, n.d.). The higher education sector in Malaysia is under the power of the Ministry of Higher Education (MOHE). There are 20 public universities, 32 private universities and four foreign university branch campuses; 485 private colleges, 27 polytechnics and 59 public community colleges as at June 2007. Certificate, diploma, undergraduate as well as postgraduate levels are covered under Higher Education (The National Higher Education System, n.d.).

[2] suggest that there are a number of forces that boost the rapid development of higher education throughout the world, including in Malaysia. These forces consist of the change in service-based and manufacturing economies to knowledge-based economies, results in increase of demand in higher education that foster in employments in higher educational institutions. The improvement of standard living and the development of the country have urged more quality lecturers and tutors to fulfill the demand of students. Therefore, the change in higher education will change the means where the higher institutions run their businesses and this change may increase the number of lecturers and staffs being employed in higher education industry.

According to the [3], Malaysia in first half of 2011, the figure shows there is a decline in number of labor force from 783.7 million in first half year of 2010, to 778.1 million in first half year of 2011 in the education industry. This may occur due to the education system in an institution. Meanwhile, the turnover rate increase may relate to the Human Resource of their company. A number of researchers have determined the relationship between Human Resource practices and employees’ performance and the results of the studies shows a positive relationship between them [4;5;6;7]

Researchers have done studies on employees’ performances in many industry [8], Athens Greece [7], Louisiana [9], Pakistan [10;6], United Kingdom [11; 12;13], Spain [14], Sweden [15], USA [16;17] and Nigeria [18] but little research has been done to enhance on educators’ performances in Malaysia.

In this study, we aim to examine and explore the relationship between the different factors of strategic human resource practices that affect academician’s job performance towards career development. Thus, the management of higher education can have better recognition about the factors that affects the performances of their employees as it leads to career development.
2. Literature Review

2.1 HR Practices

The present research could be helpful to human resource managers of private sector institutions in Malaysia for formulation and development of HR practices that will ensure high level of academic staffs’ performance resulting in increased achievement and learning among students. Good management practices are a key drive of staff performances. This research pays special attention towards the four most important of HR aspect that influence the academic staffs’ performances which are employment security, training and development, compensation and selective hiring. By adopting these practices of human resources, it will enable the organization to motivate, attract and retain employees to support the mission, objective and organizational strategy towards the enhancement of organizational performance.

2.1.1 Employment Security

Employee security maintains commitment among employees and creates a climate of confidence on the company’s workforce. Employment security may be defined as employees not having to deal with toxic worry about losing their employment. When employees feel their jobs are secure, they have time to focus on the task at hand: getting their job done. If employees do not feel secure, they cannot efficiently perform their job.

Employees feel secured if their organizations do not have a record of laying workers off. In contrast, employees may feel more social unrest or fear if their organization reduces workforce periodically. [19] suggested that job security is the security of being employed in a job, or occupation that justifies a worker’s qualifications and skills.

Most of the times, layoffs are to temporary cut costs during economic downturn or in dealing with financial problems. Meanwhile, it is important that organizations also need to be aware of the value of senior or experienced educators even to consider and plan for the less obvious effects on the future of the organization. Compulsory layoff and downsizing undermine employment security. [20] suggests that there are possible alternatives to avoid layoff through proportionately reducing working hours, reducing wages to reduce the labor costs, freezing recruitment to prevent overstaffing, and putting production workers into sales to build up demand.

The best employment security may be an excellent performance review evaluation where educators can protect their jobs in economic downturn by striving for a top rated job performance review. So being an indispensable employee with an excellent job performance evaluation might provide employment security in the event of layoffs. Even though there are no guarantees that a high performance rating will protect the valuable employees’ job but major organizations are more likely to retain their highly rated employees because most would agree that earning excellent performance review ratings makes sense, especially in economic downturn.

Generally temporary educators receive different inducements from universities compared to permanent educators. They receive fewer rewards, are not routinely considered for promotions, and cannot expect ongoing employment. Educators strive up to perform their job better if they receive high
employment security in their sector. Hence, researcher views that employment security is a pivotal factor to influence the academic staffs’ performance.

2.1.2 Training and Development

Training and development are defined as the heart of a continuous effort designed to improve employee competency and organizational performance [21]. Employees who are well trained can share their updated knowledge and skills while using their creativity to understand and improve the service in the organization. The benefits of training and development include improved morale, employee satisfaction, lower turnover, higher retention, improved hiring and better bottom line. All these benefits can satisfy employees, increase commitment and motivation, thus improve the overall competence and performance of an employee. Training and development can be affected by different factors:

i. Top management support
Top management need to provide necessary resources so that it can be successful in implementing the training and development for the employees. For example, top management can support by providing funds and tools when the training and development programme occur.

ii. Technology advances
Nowadays, technologies are changing rapidly in response to the external environment. Most of the companies are using technology to execute their daily operation such as computer, Internet and e-mail to connect with each other easily. Thus, appropriate training ought to be given to employees with minimal or lack of computer skills.

iii. World complexity
The complexity can affect the companies to change in the organization structure or strategies in order to continue to survive in the environment. Therefore, they may need the training and development program to improve their skills, perform task and achieve the new strategy.

iv. Other human resources function
Other human resource function has crucial impact on the training and development. For example, the company needs to give training and development programme for the new employees who are just recruited and selected. Furthermore, compensation is important for retaining and attracting employees especially the experienced ones to perform well in their task. This is important as they can be the trainer and mentor for the new employees.

[10] suggested that the performance constraint for the lecturers in higher education is due to lack of training, lack of support from senior faculty members. If the lecturers can perform well in their performance, universities will have higher contribution towards higher education. Therefore, training has an impact on the staff’s performance in the education industry.

2.1.3 Compensation

Compensation refers to total amount of both the financial and the nonfinancial rewards that companies give employees in return for work performed [22]. Compensation can be explained in broad
terms others than wage or salary. It can be consisted of commissions, fringe benefits, bonuses, reimbursements, and expense allowances [7]. Compensation and benefits are the most basic elements that affect employee performance as well as overall organization performance. It is a reward or an incentives of pay that can stimulate individuals to join, retain and perform well in the long run.

Teachers’ attitudes (performance) towards their work are shaped by some issues such as allowances, bonuses, salaries, and promotion. This is because teachers are more concerned for the late payment of salaries and the non-wage compensations provided to them [23;24;18].

Compensation was chosen as one of the independent variables that will influence academic staffs’ performance in this research because individual always views monetary and non-monetary rewards as their motivator for performance improvement. Therefore, it is important for an employer to make a decision on how employees are being paid because this can attract capable employees or reduce motivation of existing employees. Through compensation, academic staff’s quality can be easily evaluated. Therefore, level of quality and performance will be known and solutions can be sought to improve.

2.1.4 Selective Hiring

Selective hiring is one of the important human resource practices where it selects the right people with required characteristics and knowledge in a right vacancy to fit the university’s culture and climate [7]. This is done to get the most suitable person for the particular job that competes in vacant positions of the university [25]. Successful university in the future will attract, retain and train qualified and intelligent employees [26]. Selective hiring process are costly in attracting, retaining and training qualified educator, thus it may have high probability to successfully attract intelligent educator in larger university and fail in smaller university due to ability of larger university to provide plenty of money in the process. [27] stated that large universities are more successful to engage in selection of best educator and smaller universities are unable to do so.

Selective hiring process may help the existence educator with right qualification and lead to increase in quality of teaching and academic staffs’ performance [28]. [27] suggested that proper selective hiring may increase sales of the university.

[7] suggested that perceive quality and sales of a university will be affected by selecting the qualified educator and training them in proper way. On the other hand, [8] says educator strongly indicates management of higher education understands well the capability needed and continuation assesses the performance of new hired educator’s behavior. Additionally, [8] stated that the proper staffing can be place the right people in the right position so that the newly hired educator can perform their work more efficiently and effectively. Skill shortage may lead to insufficient in attracting potential applicant to fit in the vacancy whereas recruiting on pool potential applicant is suggested [29].
2.2 Job performance of Academic Staffs

The word “Performance” has no universal definition [30]. [31] defines performance as the action or process of performing a task or function, and a task or operation seen in term of how successfully it is performed. Performance is often confused with effort which refers to energy expended whereas performance is measured in the terms of results. Performance can be defined as the accomplishment of an employee’s assigned duties and the outcomes generated on a specified job function or activity within a specified time period given. When comes to the definition of academic staffs’ performance, the word Educator means a person who provides instruction or education [31] which refers to the lecturers, tutors and administration staffs in tertiary education industry.

They are many factors affecting educator’s performances and mostly are categorized under Human Resource practices. A number of researchers have determined the relationship between HR practices and employees’ performance and the results of the studies shows a positive relationship between them [4;5;6;7]. According to [7], suggests there is consensus that human capital is significant related to firm performance. Furthermore, there is a long list of high-performance HR practices that may affect the organizational performance. A growing body of empirical evidence, mainly originating from American studies, suggests that firms are increasingly incorporating high-performance HR practices in order to improve financial performance and sustain a competitive advantage as in the studies of [7]. In doing so, businesses seek to organize their workplaces in such a way that makes efficient use of human capital. This is also one of the reasons why the researchers chose this topic as the study area.

2.3 Career development

A career is defined as the combination and sequence of roles played by a person during the course of a lifetime [32]. A career is a life-long process which includes the variety of work roles (paid and unpaid). It undertake throughout lifetime, such as everyday life roles (parent, volunteer), leisure activities, learning and work. ‘Career’ is a multifaceted concept which is ideas of progression and development both at work and at a personal level it embraces ideas about lifelong learning as well as skill development. Career also concerned with people’s futures and what are the skills they want to develop, achieve at work and as a person as well as their future employability in a rapidly changing labor market. In this reason organization are expanding their resources in support of individual career needs. Organizations are coming to understand the implications of career management activities and their impact on employee behavior and attitudes to develop their employee’s career.

Career development is the process of managing life, learning and work where the term used to describe the management of work-related activity throughout your life. Career development is formal approach used by the organization to ensure that people with the proper qualifications and experiences are available when needed. In other words, career development is the ongoing acquisition or process of skills and knowledge, including job mastery and professional development, coupled with career planning activities. Professional development skills are different with Job mastery. Professional development skills are the skills and knowledge that go beyond the scope of the employee's job.
description; although they may indirectly improve job performance whereas Job mastery skills are those that are necessary to successfully perform one's job. In other hand, career skills are important for both employees and employers, along with the career education to acquire those skills [33]. Employees need career management skills to navigate the labor market. Employers who have more skilful employees can expect them to navigate their internal labor markets more effectively and for these employees to be more aware of the need to keep their skills relevant.

Employees may need encouragement and support in reviewing and re-assessing their goals and activities to be successful in their job performance. For this approach, employees need an opportunity to grow. Therefore, top management support can contribute significantly to employee's career development by supporting career development activities within their organization. Top management support is important for career development not only for individuals but also for the organizations that employ them. For both of them it is part of a strategy of achieving resilience to handle change more effectively [34]. Career development is a major tool for attracting, motivating and retaining good quality employees. [35] found that providing career opportunities is one of key practices which influence organizational performance.

Career development increases employee motivation and productivity. Attention to career development helps to attract top staff and retain valued employees. Organizations need to realize that positive career development for their workforce is a way of helping to attract and retain the best people: by recognizing and responding to the needs of individual employees they will get the best out of them. Supporting career development and growth of employees is mandated by the Philosophy of Human Resources Management

2.4 Relationship of HR practices and job performance.

Few researches have been conducted to investigate the relationship between the HR practices and the job performance of the employees. The results have shown there are positive relationship among the job performance and the HR Practices [6;7;5]. Among the HR practices that will be discussed in this paper are employment security, training and development, compensation and selective hiring.

Tasks that are assigned and well accomplished by the academicians will lead to the good performance. It will also add to the value of employment security of the academic staff. It been said that the employment security will have positive relationship job performance of the academic staff. [16] had also discussed the issue of employment security in the organization. In relation to Dressler’s study, it been suggested that for those employees who had planned to stay longer with the organization that they worked for, the employment security is the important factors as it would affect their career development as well. Non-employment security such as layoffs and termination may affect to decrease the academic staff’s performance [36]. The job of the academic staff could easily been accomplished well when they feel secure of their employment status as this will boost up their performance as the academic staff. Also, they will perform their job efficiently and become more competence on the task that they are handling [16].
High level of job performance shown by the academic staff may be affected by the training that they attend within the organization. The training may assist to improve their teaching skills and to facilitate administrative skills that could directly influence to increase their performance from time to time. Therefore, there is a positive correlation between training of the academic staff and their performance. It can be supported through the study done by [14] and [15], where the training and development of the academic staff would advance their skills and also their attitude. In addition to that, study by [13], the academic staff training might be beneficial in the work setting as well as increased their performance. The investment made by the organization towards the training of the academic staff will eventually increase the motivation, morale and dedication of the staff and would have direct influence to high job performance shown by the employees [19; 25].

Job performance of the academic staff is said to be directly affected by the compensation package that they received while they performing the service in the organization. The compensation has strong relationship with the employees’ outcomes. According to the study conducted by [6], good compensation scheme will motivate the employees to work hard and show high competencies in order to achieve the targeted objectives within the organization. Compensation also has been said to be the key element that could affect the promotion of the academic staff as it involve the monetary and non-monetary reward scheme. This idea also been supported by the study from [7] where it suggest that compensation is significantly correlated towards the job performance.

The universities are trying to acquire qualified academic staff that have a good background of qualification and experienced of teaching in the tertiary education. The reason being, it would save the cost in terms of providing the training to them. The most qualified and experienced academic staff will assist to improve and increase the performance of the universities to be among the top education institutions. [7] agreed that selective hiring and the academic staff’s performance are interrelated. When the organization is considered hiring the suitable people together with the good compensation package, it could directly affect individual performance as the academic staff. Accordingly, they suggested that the appropriate selective hiring process may help the universities to increase in the level of teaching quality. In addition to that, [8] signified that whenever the universities practice proper selective hiring, it will lead to the academic staff to perform their job proficiently.

**P1: HR practices are positively related to academic’s job performance.**

2.5 Relationship between HR practices and career development

HRM practices have been defined in many ways. [37] defined HRM practices as organizational activities that are directed at managing the pool of human resources and ensuring that resources are employed towards the fulfilment of organizational goals. [38] conceptualized HRM practices as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives. Similarly, [39] viewed HRM practices as an individual's perceptions of the extent of implementation of the strategies, plans, and programs used to attract, motivate, develop, reward and retain the best people to meet organizational goals.
Building on the arguments given by these scholars, HRM practices comprise of specific practices, formal policies, and philosophies that are designed to attract, develop, motivate and retain employees who ensure the effective functioning and survival of the organization.

[40] says there were two factors with reliability scores of at least 0.64: (1) “structural training and development”, and (2) “retention-oriented compensation.” HRM policies related to training and development and employee compensation are central in the HRM literature, and similar factors have been reported by several other researchers such as [41]. However, in an important earlier study [42] obtained a slightly different factor structure: one factor that contained items on compensation and promotion [closely related with [41] compensation factor], and another containing items on employee feedback and skill development.

[43] divided HRM practices into those that enhance employee skills, practices that help motivate employees, and the way in which the workplace is structured. Hence at least the following four HRM dimensions can be identified in previous work: training and development, employee pay system, employee feedback, and workplace organization. Human resource management (HRM) practices are being increasingly considered as major contributory factors on employee performance. Best Human Resource practices of organizations recognize that for managers to be competent and comfortable in their career development activities. Some organizations have not provided training systematically and now feel the need to develop this critical skill in their people.

An effective human resource management practices can be the main factor for the success of a firm [44]. As supported by [45] HRM practices on business performance, namely training and development, teamwork, compensation/incentive, HR planning, performance appraisal, and employee security help improve firms’ business performance including employee’s productivity, product quality and firm’s flexibility.

[46] empirically evaluated six human resource (HR) practices (realistic job, information, job analysis, work family balance, career development, compensation and supervisor support) and their likely impact on the Marketing Executive Turnover. Results of regression showed that the HR practices on job analysis are strong predictors of Marketing Executive Turnover. A long the same line, [47] two components of human resource (HR) practices namely, training and information technology have direct impact on organizational performance. In addition, [48] four HRM practices showed that training and development, team work, HR planning, and performance appraisal have positive and significant influence on business performance.

**P2: HR practices are positively related to academic’s career development.**

### 2.6 Relationship between job performance and career development

There are several efforts outlining general models of job performance and the determinants of job performance. Among the notable ones are proposed by [49] where they build performance as a multi-dimensional phenomena comprised of various latent factors. These include factors such as declarative knowledge, procedural knowledge, skill and motivation. Other researches that proposed similar view
on organizational performance are [50] and [51]. In a nutshell, performance can be viewed from two perspective, task performance and contextual performance. Task performance is the competency level of employees in performance various tasks and duties inherent in fixed jobs and work roles [52] while contextual performance is defined as extra task proficiency that contributes more to the organizational, social, and psychological environment that help accomplish organizational goals. In this study job performance of the employees is have relationships with career development.

It is an identified true statement that most experts leave their firm because they were unable to expand and grow their career. A dynamic career development programme by the firm would be the most likely retention gear to keep the finest talent within the firm. The greatest motivation is when the firm manage to keep their employees engaged, satisfied and happy. In fact, career development gives a difference in the productivity of employees. Most firms consider career development for employees a part of their essential human resource scheme. From the employee’s prospect, career development programme provides them with a clear and focus track of their career, the ambiguous and unambiguous problems that they have to overcome and the laid down goal to be achieved. This resolute approach works to their benefit from the employees’ daily routine work to the long-term ambition.

Productivity marker, engagement analysis and reduction in abrasion rate are the effect of career development. Employee views a career development as a corridor to rising mobility, while manager sees it as a preservation and incentive gear. The top management views it as a tool for progression planning. These career development hard works bring into focal point of high potential contenders who can be brushed up for a bigger errand in the future.

A firm’s determination on expanding and innovate employee’s career path may enhance the self-esteem and eventually the productivity of the employees. As noted, the notion of ‘investment in employee development’ means equipping employees with new knowledge and skills, and it can be used to enable people to anticipate and be ready for new job requirements [53]. It falls under the umbrella of human resource development, which refers to organized learning experiences provided by the employer to enhance performance and personal growth [54]. Investment in employee development offers the organization a competitive advantage – by providing continuous learning for employees to develop current skills and gain new ones, which they can then adapt and, in turn, perform effectively [55].

[56] argued that HRM practices improve employees knowledge, skills and abilities (selection and training), through enhanced motivation (compensation and reward). Studies established that HRM practices aimed at acquisition and development of employees is essential investments that develop valuable and rare human assets [41]. [42] established that high involvement HRM practices have positive relationship with corporate performance, productivity, work attachment, and financial performance. [43] confirmed that selective staffing; compensation and incentive, and training had positive influence on performance of organization. Investment in employee development will potentially enhance an organization’s chances of retaining its people as it may increase employees’ perceived cost of leaving the organization even though developing and increasing employees’ competency may enable them to find better jobs elsewhere. These same employees could still run the
risk of falling victim to the next round of skill obsolescence in another organization that may not have the same commitment to adding value to its employees [57].

A major research study of the Chartered Institute of Personnel and Development (CIPD) by [35] revealed that it is possible only to discern some positive associations between specific HR practices and performance. However, these do include training, career development, communications, and job design; all of which can fall within the remit of the HRD practitioner working in conjunction with line managers and other stakeholders. Added value can be measured in other ways; for instance, effective HRD interventions can contribute to building an organization’s reputation [58].

[59] investigated influence of HR practices in Eritrea. The study found that efficient implementation of these practices enhanced the performance at individual and organization level. In a study in Taiwan, [60] determined significantly positive relationship of HRM practices with organizational performance. The study also found a negative relationship of workforce planning with employees’ turnover. It is argued that HRM practices enhance employees’ competency and motivation that affect organizational performance [56] contended that HRM practices based on quality hiring, development, and retention boosts firms’ capability. [61] established that effective recruitment, competitive compensation, and efficient training and development have relationship with financial dimensions of performance (growth in sales, return on assets, and growth in stock values. [62] concluded that integrated approach to HR practices exhibited satisfied and committed employees who demonstrated remarkable individual and team performance. [64]

**P3: Job performance of academics is positively associated to their career development.**

3. Conceptual research framework

Based on the preceding discussion of the literature, the following is a proposed conceptual framework:
Figure 1. The proposed research model

HRP = Human Resource Practices  
JP = Job Performances  
CD = Career Development  
ES = Employee Security  
SH = Selective Hiring  
C = Compensation  
T&D = Training and Development

For the proposed theoretical framework showing above, the four independent variables which comprise are employment security, selective hiring, compensation, and training and development. Whereas for the dependent variable is academic staffs’ performance. On the other hand, the four independent variables which are employment security, selective hiring, compensation, and training and development will have significant positive effect towards the dependent variable which is academician job performance which leads to career development.

4.0 Theoretical Implications

The important criterion that relates to organizational outcomes and success is job performance and human resource practices play a main role in contributing to it. This research has exploited the literature related to human resource practices and job performance. The main area of research to which this study has aimed at contributing is the research on human resource practices in effect to job performance. Literature review has thus been used to bring its concepts and viewpoints into the human resource practices and job performance discussion. In the following, the summarized are the most important theoretical contributions that this study has made to job performance and to theories of motivation.

This study imparts constructive insights into the scope of interest that human resource practices addresses. The elaboration of the job performance conducted in this study resulted in identifying the factors of human resource practices used which are employee security, compensation, training and development and selective hiring. This has concluded that each of the factors plays a significant role to the academicians in understanding of the relationship between human resource practices and job performance. Thus gives the private higher learning institution a more thorough understanding of the human resource practices and job performance.

The contributions in the theories of Herzberg’s and Maslow hierarchy of needs are employee security is given importance and gives employee the motivation and incentive to stay in an organization. Employees feel satisfied and comfortable when the employer can provide a safe and happy workplace. Besides, it also helps in building trust between them and their employer which more likely can lead to more cooperation and encourages people to look at a long term perspective on the organization performance and their jobs.
According to Maslow’s theory, Human needs fall from the category of basics physiological needs to the needs for self-actualization [63]. The satisfaction of higher needs increases as the basic needs are met. Therefore, compensation, training and development and selective hiring are one of the components of needs. In this study, value of an employee is a determinant of compensation and it works great in revealing the best potential out of the employees hence increases the staff morale, reduce turnover and encourage company loyalty.

The study has also demonstrated Training and Development as its essential component of high performance work systems. Hence, it can be a source of competitive advantage, create innovative ideas and the knowledge obtain by an employee can be taught or disseminated for others to learn from it.

Another important contribution that this study has for job performance is selective hiring. Instead on merely concentrating on hiring, it is more important to know how hiring is being done through selective hiring. This is to prevent turnover of employees, develop committed and motivated employees and eventually build a high performance organization.

In conclusion, this research has contributed to the research of higher learning institution by increasing the understanding of the factors of human resource practices in job performance for academicians.

5.0 Managerial Implications

The research would give an insight to managerial perspective about the impact and the relationship between HR practices and job performance of the academic staff. Based on the review, it is vital for the management team to understand about the effect of HR practices towards the staff’s performance and how the improvement of it could be done. Employment security would contribute to the decision for the staff to stay longer in the organization. By providing a secure working environment to the academic staff in the universities, it would increase the level of job performance. Moreover, arranging for the training to the staff also will lead to an improvement of the job performance. Sufficient and appropriate training would assist in enhancing their competencies and knowledge while they are performing their tasks. Also, good compensation designed by the organization will directly affect the staff’s performance, as compensation offers the rewards to be achieved by them. Consequently, the selective hiring also plays an important role as the selection process done by the management will prepare the organization to have an excellent set of team to work with.

6.0 Conclusion

In conclusion, this study serves a better understanding towards the academic staff well-being in Malaysia, where, it suggests that HR practices can be conceptualized composing two important constructs which are job performance and career development. The purpose of this study is to construct a model to suggest the relationship between HR practices with job performance and career development. This paper has adopted four important practices of human resource. The four elements are training and development, selective hiring, compensation and employee security. From the
literature review, these four HR practices were suggested to contribute in job performance and career development. In order to test the validity of this model, further research shall be conducted by using the analysis of Structural Equation Modelling (SEM). Currently, the questionnaires have been drafted and sent to Malaysia’s private higher education institutions for data collection purpose. The results obtained will be submitted for future publication in the journal.

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