

The Influence of Career Planning and HRM Practices on Career Success of Faculty Members in Public Sector Universities of Pakistan

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Abstract

The main aspiration of the study was to discover and evaluate the predictors of career success for the faculty members of public sector universities in Pakistan. Data was collected from 92 faculty members who are currently either on study leave or on scholarship and enrolled as international doctoral candidates in four different universities of Malaysia. The results supported the significant positive association of planning and HRM practices with career success. The study converses the significance of these conclusions for faculty members' career success in public sector universities of Pakistan.

Keywords: Career Success, Career Planning, Human Resource Management Practices, Public Sector Universities, Pakistan.

1 Introduction

Current study is an effort slightly towards predicting career success of the faculty members in public sector universities of Pakistan. As career success is an important goal for most of faculty members. Whilst, it is deemed that Government sector organizations are not even effective, such organizations are criticised as the resource wasting institutions of the state (Javaid, 2010; Saher, Bibi, Farmanullah, & Abbas, 2014). However, career successes of the faculty members' is in best interest of universities under public sector more than the faculty members themselves (Ng, Eby, Sorensen, & Feldman, 2005; Ng & Feldman, 2010).

In Pakistan there are 163 universities recognized by Higher Education Commission of Pakistan. Currently there are 72 universities under private sector and 91 under public sector ("HEC," 2015). The performance of the 163 universities are not good enough to get place in top 500 universities of the world for the year 2015, except one which has been ranked at 496th out of 500 best universities of the world ("Top 500 Best Universities," 2014). According to Nelofer (2013), the universities in Pakistan are deemed like degree mills because of low employability of graduates from these institutions. Currently there are 3.7 billion graduates unemployed in the world. Therefore, it is utmost essential, to serve the nation in restored way by making unemployed youth as a potential asset, through training, education and their personality development. So it is assumed as the foremost important function of the universities by taking initiative to tackle down unemployment through producing highly professional graduates. Although, currently there are 197 million people unemployed, represent the 06% of total population around the globe. Whilst it does not include 39 million employees dropped out from the organizations (Orhangazi, 2015).

According to *Population Labour Force and Employment*, (2012), there were 397 million people living lives extremely below poverty line and 472 million people can hardly able to afford the basic necessities of life. However, globally there is 6% unemployment rate, while in Pakistan the trend is slightly lower, it is 5% but higher than neighbouring countries like China and India 4.6 and 3.6 percent respectively (Orhangazi, 2015). Out of 139 million unemployed people the young people have been observed 73.8% unemployed in the overall unemployment around the sphere are not betrayed in any sort of education, training and employment in the world. It can be inferred that the universities might have to improve their productivity to generate the employability in the professional studies, degree itself is nothing until and unless have the ability to provide proper employment for the graduates (Pavlin & Svetlik, 2014).

Why the public sector universities in Pakistan are not able to perform better internationally? There might be a lot of reasons including low salaries, higher workload, imperceptible career planning and lack of human resource management (HRM) practices in public sector universities of Pakistan.

1.1 Statement of Problem:

Public sector universities of Pakistan are not performing well as compared to the international standards, because the faculty members working in such institutions are not performing well or efficiently, there might be a lot of reasons behind this such as weaker performance and lower contribution towards the overall university performance, hardly visible service structure for the faculty members. Upon analysing the trends of faculty members' education and research publications as shown in table: 1.1 below. It has been observed from the available data that there are currently 9253 faculty members having PhD degrees and 25191 faculty members have not doctoral degree in the year 2013; and could hardly published only 6507 research articles.

Table: 1.1: Facts and Figures about Faculty Members in Universities of Pakistan.

Description	2008	2009	2010	2011	2012	2013
PhD Faculty	3483	4975	6315	6529	7625	9253
Non PhD Faculty	11616	12860	No Record	23141	24715	25191
Higher Education Institutions	126	127	132	138	146	153
Research Output (J/Articles).	3425	3939	4963	6200	6400	6507

Source: Higher Education Commission of Pakistan, (2015).

According to the above mentioned table only 27% faculty members have PhD degrees to teach. While, 73% faculty members require to improve their qualification. So, to sum up the earlier ponder 25191 faculty members are required to advance their qualification for their own growth and survival in the same field. As in the contemporary situations in Pakistan survival in the profession is not easy, it has now become highly competitive, complex and complicated. As after the international global crises of 2008 many organizations have started following the retrenchment practices to minimize the operational cost to hedge themselves from heavy losses as well as their own survival (Arfan, 2013; Tan, 2010).

Although, as mentioned above there are 39 million people dropped out from the different organizations around the world; for their survival these people also require the jobs. Whilst, the situation has created a strong competition among the existing employee; as the dropped out employees have good experience and hands on practice (Azeem, Rubina, & Paracha, 2013; Hanna, 2014; Ishtiaq, 2015). Now, the time is to upgrade the professional career by enhancing qualification and work experience, otherwise the survival will become very complicated (Ng & Feldman, 2013). Career planning is deemed as necessary for the success in the professional life and career (Harash, Al-Timmi, Alsaad, Al-Badran, & Ahmed, 2014; Praskova, Creed, & Hood, 2015; Yean & Yahya, 2013; Zainal, 2012). Career success has now become the area of interest for the academicians and researchers contemporarily in Pakistan (Saher et al., 2014; Yasir, Rizwan, Fiza, & Javed, 2013).

So the importance of career planning for career success cannot be ignored. Whilst, as all the human beings are not equal and the performance from all the employees at work cannot be expected the same (Mukhtar, Siengthai, & Ramzan, 2011). Human resource management practices are designed to extract higher performance from the available workforce by training them and enabling them to contribute towards their own career and development in the global market (Kaifi, Khanfar, Nafei, & Kaifi, 2013; Yasir et al., 2013). The HRM practices are also deemed vital and necessary in education sector of Pakistan to enhance universities' performance (Arif & Ameer, 2013; Parveen, 2011).

1.2 Research Questions:

1. Do HRM practices associate with career success of faculty members in public sector universities of Pakistan?
2. Does career planning associate with career success of faculty members in public sector universities of Pakistan?

1.3 Research Objectives:

1. To evaluate the association between HRM practices and career success of faculty members in public sector universities of Pakistan.
2. To evaluate the association between career planning and career success of faculty members in Public Sector Universities of Pakistan.

1.4 Significance and Scope of the Study:

Career success is the combination to two words career and success. Success stands for the progress and attainment of wealth while the career means the general course of action that the individuals' chooses to pursue their profession throughout their life span (Shah, 2005; Yahya, Yean, & Idris, 2014).

The current study covers both the skill enhancing and motivation enhancing HRM practices; that are commonly practiced in developing and neighbouring countries' higher educational institutions such as Bangladesh, Srilanka, India and Iran. According to Raihan (2012), Pakistan is a developing country like Bangladesh the HRM practice in such developing countries are deemed successful which have some financial

benefits for the faculty members in the universities. According to cultural index Hofstede (2011), Pakistan has been ranked at 55, so the HRM practices having better financial attractions for the faculty members can be suitable for the professional development of the faculty members in Pakistan (Hofstede, 2005; Minkov & Hofstede, 2011).

Career planning covers the understanding about self and environmental evaluation along with the identification of career goal of the faculty members in Pakistan. According to Puaah & Ananthram (2006), career planning is deemed as the thoughtful process of identifying the opportunities and constraints that occur in the working environment along with the career related goals involving direction, timing and actions. So to sum up career planning is being explained as an activity carried out to exert personal control of the individual upon his or her own career (Yean & Yahya, 2013).

2 Review of Literature:

In the study Career has been derived from Latin word, "*Carraria*" in English like road, carriage. Career success is the permutation of two different words, Career and Success, while it can be interpreted as an individuals' journey through learning, efforts, professional experience and other aspects of life. There are countless techniques for defining career and the term is applied in a variety of ways. So it might be construed meritoriously that it is an agenda of an individual's progress from first to last (Saher et al., 2014). As the people are not same, their emotions about the same phenomenon can vary in different perspectives and perceptions. So it is redundant that an individual in the age of twenty year might have different reflection or perceptions about the career while an individual at the age of thirty might be having the same reflections as the individual in the age of fifty or sixty years; it is further not necessary that both have the same perceptions about the career in same sense or meanings. There are imaginable upshots of dissimilarity of assumptions in idiosyncratic individuals may be because of diverse civilizations, learning, knowledge and physical and mental abilities (Tan, 2010). Currently, it is proposed that the current study will reveal insight into the dilemma of inclination by defining career success, through its imperative commitment in the collection of evidence and theory also. Career success has been partitioned into two reflections, (i) Intrinsic and (ii) extrinsic reflections separately, sometimes interchangeably called (i) subjective and (ii) objective in nature as well.

Extrinsic reflection can be seen and observable; relatively objective in nature comprises on noticeable outcomes including (i) salary, (ii) ascendancy and (iii) professional status, while intrinsic career success stands for the internal satisfaction of the employee from his/her profession and life (Saher et al., 2014). The neutrality of observer might be apparent while evaluating the extraneous reflections or objective achievement of the individual. While, intrinsic reflections or subjective career success means individual's own perceptions identified with his/her own profession (Ng & Feldman, 2010).

According to Hofstede and Hofstede (2005), the organizations internal human resource management practices are being affected from the national culture. As Pakistan is a developing country and the HR management practices in Pakistan might be different from western countries and developed countries (Niazi, 2014). Global and western concept of HR management practices are being criticized because of difference among the cultures of the nations (Raihan, 2012). However, HR management practices can be vary ominously from nation to nation because of cultural differences meanwhile the set of specific practices might be beneficial for a nation and similar practices might be ineffective for the nations of another cultures (Asghar, Qayyum, Zaheer, Mughal, & Khalid, 2011)

The enforcement and impact of HRM practices upon the individuals to exert higher performance at work and organizational performance is vital and important has been recognised in previous studies (Raihan, 2012; Tan, 2010). The positive perceptions of HRM practices, enables and enforces the employees to realise the relationship of social exchange among the individuals and organizations (Watty-Benjamin & Udechukwu, 2014).

The negligible attention was given to the area of psychological processes, where HRM practices have the potential to determine the attitude and behaviour of the employees' working in the organization (Raihan, 2012; Sabir et al., 2010). Globally the organizations have been found in the strict competitive environment. The opportunities for the work or employment are scarce as well, but for high performing worker the opportunities are abundant and countless to mention. HRM practices in organizations are the most important competitive weapon or tool for progress for the organizations. Nevertheless, the human resource management practices must be in order to accommodate and facilitate the employees at work as well as to derive motivation to work and satisfaction from work; to facilitate and boost organizational functioning in the dynamically competitive and complex environment (Iqbal et al., 2011).

According to Meyer & Smith, (2000), HRM practices are getting increased influence in the academia now a day due to the ability to manage employees' attitude and behaviour at workplace. Existing literature provided the guidance about the perceptions of HRM practices that are considered more important in enhancing organizational performance and retain the quality work force to produce better productivity (Arif & Ameer, 2013; Rhee, Zhao, & Kim, 2014).

How these HRM practices can impact positively towards the individual's perspectives and how they respond to these practice (Tessema & Soeters, 2006; Xing, Liu, Tarba, & Cooper). According to Tan (2010), some HRM practices in the context of individual particularly training and development is highly significant with the organizational context as individuals' career success contributes better and enhanced organizational performance. Therefore, it is necessarily required to evaluate the areas of human aspects, that are helpful in enhancing performance at work, that enable the individuals to work for their own success, which ultimately contribute towards the organizational performance (Amin et al., 2014; Stumpf, Doh, & Jr, 2010). So it can be hypothesized that:

H1: HRM Practices have significant positive association with career success.

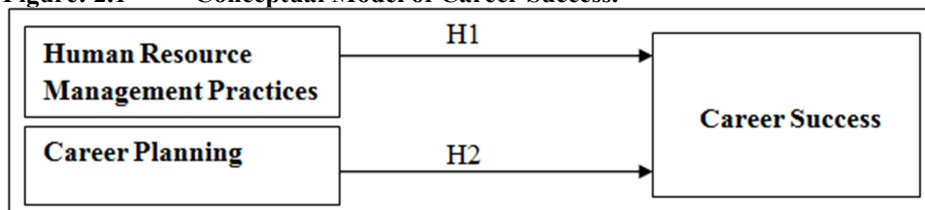
Whilst, the conception of career planning is not the newly known thought and concept, the construct of individuals career planning currently rising and attracting researchers interest in the different research areas for academic studies in many disciplines as different and diverse perceptions. It is noteworthy that a career plan whether influences career success or not. However, it is important to conduct more empirical studies in different working environments to provide evidence for the influence career planning upon career success (Kayalar & Özmutaf, 2009). In this study, in order determine the association between faculty members career planning and career success in public sector universities of Pakistan; an empirical study was conducted. It was also aimed to understand whether individual career planning influence career success or not. So to sum up the earlier debate it can be hypothesised that:

H2: Career planning has significant positive association with career success.

2.1 Conceptual Framework:

In the current study figure 2.1 endow with the conceptual framework by illustrating the association among the variables. In the figure below it is demonstrated that the career success has association with human resource management practices and career planning.

Figure: 2.1 Conceptual Model of Career Success.



2.2 Support of Theories:

Gould's career planning model, social cognitive career theory and goal setting theory have been found supporting the construct in this context.

3 Methodology

3.1 Research Design:

Current study intended to explore the association and impact of career planning and human resource management practices on career success of the faculty members working in public sector universities of Pakistan. This effort has been undertaken to enhance the existing literature of such type of cross sectional and hypothetic approach studies in Pakistan.

3.2 Sample and Respondents:

Sample for the study has been chosen from the PhD scholars currently studying in University Utara Malaysia, University Putra Malaysia, University Technology Petronas and University Technology Malaysia all the respondents of this study are faculty members of various public sector universities of Pakistan, studying abroad on study leave. Majority of respondents are from University Utara Malaysia, only few respondents are from other universities mentioned above. Self explanatory questionnaires were distributed to collect the response from the participants.

3.3 Procedure and Analysis:

In the study a self governed questionnaire was personally disseminated among the respondents. The persons those who were out of access and personal meeting was not possible the questionnaire was sent to them through email and personally requesting them to respond by reminding them few times. Each respondent was given one questionnaire and in accordance to the nature of study. We endowed with indispensable support from respondents in accomplishing technicalities understandable in answering the questions and reservations. For the sake of analysis quantitative tools and techniques were applied by using statistical package for social sciences (SPSS) version 20 for data validation and SMART PLS Version 2.0 for assessing reliability, validity, cronbach's

alpha, R^2 , path coefficient, bootstrapping, Beta Value, T-statistics and standard deviation.

3.4 Measures and Instruments:

The perceptual information from respondents have been received upon the existence of career planning, human resource management practices towards career success of faculty members in public sector universities of Pakistan. Questionnaire for career planning has been adopted from the genuine source Gould (1979) and reliability has been reported in the context of Pakistan's banking sector study for 11 items 0.94 (Yasir et al., 2013). Human resource management practices have been adapted from two studies for 27 items; including skill enhancing and motivation enhancing practices generally implemented and practiced in Pakistan's public sector universities. Skill enhancing HRM practices in this study adopted from Tan (2010), including compensation, training & development and performance appraisal total items are 15. Whilst, motivation enhancing HRM practice have been adapted from Raihan (2012), including job security, job autonomy and working conditions for faculty members of public sector universities in Pakistan, total items are 12. However the measurement scale for career success has been adopted from genuine source Greenhaus, Parasuraman and Wormley, (1990), total items are five. The questionnaire used in this study consist of 43 items overall. All the respondents were requested to articulate their adjudication by using a five point likert scale ranging from (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree and (5) strongly agree.

4 Results and Findings:

The following table 4.1 demonstrates the composite reliability and convergent validity for the latent variables of the current study. Composite reliability, Cronbach's alpha and average variance extracted (AVE) has been derived by using SMART PLS software 2.0 version. Cronbach's alpha which measures how well the variables are associate with each and other has been shown in the table 4.1 as below:

Table 4.1: Reliability and the internal consistency of the variables

	Composite Reliability	Cronbach's Alpha	AVE
Career Planning	0.802	0.686	0.502
Career Success	0.887	0.799	0.734
HRM Practices	0.949	0.944	0.532
$R^2 = 0.885$			

AVE should be above 0.5 Threshold for Convergent Validity (Bagozzi & Yi, 1988; Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). The desired value for composite reliability is 0.7 and above. While for the exploratory research a value equal to above 0.6 can also be accepted (Bagozzi & Yi, 1988; Henseler et al., 2014).

Table 4.2: Discriminant Validity (AVE)² Latent Variable Correlation

	Career Planning	Career Success	HRM Practices
Career Planning	0.7092		
Career Success	0.5547	0.8567	
HRM Practices	0.666	0.9363	0.7288

It is desired that the AVE² should be above the latent variable correlation.

Table: 4.3: Path coefficient (Mean, StDev. T-Statistics).

	Standard Deviation	Standard Error	T-Statistics	P. Value
HRM Practices -> Career Success	0.0348	0.0348	29.2544	0.000
Career Planning -> Career Success	0.0507	0.0507	2.428	0.000

P. Value is > 0.05. So, H1 and H2 both are accepted for the construct.

As the table 4.3 demonstrates the model indices fit at which the model is legitimated. The value of chi-square is in between 0 to 5 as the smaller values illustrate better fit (Bagozzi & Yi, 1988).

5 Discussion and Conclusion:

The study in its unique construct is exploratory in Pakistan. Only one study have been found in public sector departments concerning to career success with predictors of human capital and networking by Sehar et. al, (2014). This research was executed for the faculty members in public sector universities of Pakistan. This study has tried to explore the impact of HRM practices and career planning as chief determinants of faculty members' career success. The main purpose of this study was to evaluate which phenomenon (HRM practices or career planning) is influential upon faculty members' career success in Pakistan's public sector universities. The

statistical reports have proved the significant positive role of HRM practices and career planning on career success. It has been found consistent with the perspective of goal setting and social cognitive career theories that education and training experience are core competitive tools in advancing professional career and success in life.

The existing literature has recognized as well the positive association between career planning and career success (Tan, 2010). There are three methods commonly applied by the researchers while evaluating career success as mentioned by Ballout (2007), from which human capital and career planning closely concerned to the individual level according to psychological school of thought. The main approach in this study was those individuals who plan for their career and progress in the profession. Our study demonstrated the different factors of career planning have significant positive association on career advancement. The results are in line with the existing literature Yasir et. al (2013).

Like career planning and human resource management practices also have strong relationship with career success. The results of the study sheds light on the importance of HRM practices for professional advancement through different paradigms like job security, job autonomy, working conditions for the faculty members in public sector universities of Pakistan, compensation, performance appraisal, training and development. The findings of the research study are reliable and consistent with the previous research findings of Raihan (2012), the influence of HRM practice in private sector universities of Bangladesh that having the potential inspiration for the current study and revealed the significant influence in Pakistan as well as both the countries, remained together under single administration and central control. People of Bangladesh and Pakistan have stronger ties of culture and norms. So the study has been found in alliance with the existing study. The current study supports the statement of Lyon (2002), as mentioned that the culture of the nation especially in the developing countries of the world determines and promotes mainly the relationships of professional growth with the planning and experiences. As said by Dwyer, Mesak, and Hsu (2005); Hofstede, (2005), the human resource management practices can be significant and positively associated with the construct having financial benefits for the employees in any organization (Raihan, 2012). All the variables have been found associated with the construct in the context of Pakistan, as suggested and proposed in the hypotheses. The results indicated that career planning and human resource management practices both are contributing significantly and are the potential determinants of career success as the variance has been found 0.885 for the faculty members in public sector universities of Pakistan.

5.1 Limitations of the study and future recommendations:

As the scope of the study is very narrow and covers only 92 faculty members those who are studying abroad in Malaysia and pursuing their PhD studies on study leave and have served at least three years as faculty member in public sector universities of Pakistan. It has been found that HRM practices are more significantly correlated and influential upon the career success of the faculty members in public sector universities. Whilst career planning is associated with career success, but not strongly significant as compared with the HRM practices, there can be a lot of reasons but one the main reason is that Higher Education Commission have not any service stricture for the faculty members of the public sector universities in Pakistan (Danial, 2012) and (Sohail, 2008). There are no rules of promotion for the existing faculty members in the same university, until the positions are advertised and appointed are made like fresh appointment through the same procedure like new appointment for the fresh and existing candidates. Future researcher may choose the larger sample and there are many other influential factors that have not been investigated in the current study. It is urged that environmental turbulence might be tested as moderator for such type of studies as the electricity shortfall, corruption, industrial setbacks are reshaping the business environment rapidly and supposed as the potential moderator for future studies.

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