

**A**  
**Project Report**

**On**

**Perceive Organization Support in Employee Development**

Submitted By

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## **DECLARATION**

I Pooja Borude of MBA-2, Seat MBA2019102 hereby declare that the Project work Perceive Organization Support in Employee Development which has been submitted to SavitribaiPhule Pune University, is an original work of the undersigned and has not been reproduced from any other source. I further declare that the material obtained from other sources has been duly acknowledged in the report.

Date:

Signature

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Name

## **ACKNOWLEDGEMENT**

A word thanks is much less the word encouragement which we have received from my guide going out of the way to make us feel comfortable & to make the things simple.

I am grateful to be part of MES IMCC MBA college who keeps providing us wonderful support.

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## **EXECUTIVE SUMMARY**

It has widely been agreed that appropriate training and development practices are decisive for a firm's success. The critical nature of effective human resource management practices has widely been acknowledged. Organizations are required to create and maintain long-term relationships with this resource and to ensure greater share in the market.

### **Purpose of study**

The purpose of this project is to study a link between Perceive Organization Support in Employee Development & to study the framework of Perceive Organization Support in Employee Development.

#### **1. Perceive Organization Support**

Eisenberger et al. (1986) defined perceived organizational support as the dimension which people believe that their organization considers their contributions and is concerned about their well-being.

#### **2. Employee Development**

(Rahman, 2012), By definition employee development is a collaborative and consistent effort of employee/employer works with the motive to enrich employees' attitudes, knowledge, experiences, skills, and abilities and to improve their overall effectiveness.

The study covered in following perspective of Perceive Organization Support impact of Perceive Organization Support on employee. In perspective of Employee Development, it was taken into consideration how employee work when they have Perceive Organization Support what extent they area develop. Theoretical and research on prior studies research methods & analysis of prior study was done to design this project. Due to pandemic physical survey was not possible was not possible, so we decided research on prior studies and analysis.

Many theories and research papers were used to study this framework and then gave the suggestions accordingly.



**CHAPTER 1**  
**INTRODUCTION**

## 1.1 INTRODUCTION

Today's organizations must navigate a dynamic environment characterized by technological advancements, competition, and globalization (Cascio, 2003; Greenhaus & Callahan, 2013). Amidst restructuring, downsizing, mergers, and layoffs, many workers have begun to question and perhaps redefine their relationships with their organizations (Cascio, 2003; Greenhaus & Callahan, 2013; Rousseau, 1997). Not only has the business environment changed, but so too has the day-to-day work of many employees: jobs are shifting from producing goods to providing customized services, work is more interdependent, and social connections are more important (Grant, Fried, Parker, & Frese, 2010). As a result, many jobs now thrust greater cognitive, emotional, and interpersonal demands on employees (Grant et al., 2010). Workers therefore must anticipate potential organizational transitions while also adjusting to the changing demands and expectations of their work. With change replacing stability as the norm in business, employees feel greater pressure to remain marketable, as well as greater responsibility for their own success (Cascio, 2003; Grant et al., 2010). For these reasons, it is important to consider and understand how employees perceive and react to potential changes in their workplaces. An important factor they consider is their relationship with the organization. Changes and employment uncertainty have altered the traditional expectations between employees and their organizations (Greenhaus & Callahan, 2013) and often call into question the degree to which an organization is honest, trustworthy, and caring toward employees (Cascio, 2003). Just as these "dramatic changes in work contexts" have prompted researchers to rethink our theory, research, and practice on job design (Grant et al., 2010, p. 145), so too should researchers adjust our perspectives by studying how potential workplace changes may influence the employment relationship, or the relationship between an employee and his/her organization. Organizational support theory is one framework through which we can explore the employee-organization relationship: this theory describes how employees form perceptions of the extent to which the organization values their contributions and cares about their well-being (i.e., perceived organizational support, or POS; Eisenberger, Huntington, Hutchison, & Sowa, 1986; Eisenberger & Stinglhamber, 2011; Kurtessis et al., 2015). According to organizational support theory, employees attempt to gain an idea of the organization's willingness to support them, just as people consider the level of commitment a friend or spouse contributes to a personal relationship (Eisenberger et al., 1986). Employees



form these perceptions of support by considering how well or poorly the organization treats them, including the motives behind such treatment.

Employees develop perceptions of perceive organizational support as they observe and react to cues about how the organization treats them (Eisenberger&Stinglhamber, 2011; Kurtessis et al., 2015). Employees assimilate their experiences with the organization (e.g., communication during the hiring process, communication with management, job conditions, rewards and compensation, supervisor support) and subsequently form an opinion of the extent to which the organization sincerely cares about them (Eisenberger et al., 1986; Eisenberger&Stinglhamber, 2011). For every interaction between the organization and the employee, there exists an opportunity for the organization to convey caring and concern for its workers (or, alternatively, for the organization to convey that it cares little for its workers). In short, a number of workplace conditions and decisions can play a role in either strengthening or fracturing employee perceptions of perceive organizational support.

## **Case studies of perceive organization support to employee development**

### **Case study 1**

#### **Hindustan UniLever Limited:**

The training function in Hindustan Unilever Limited is centralized. All the employee development activities are controlled by central training department. The employees are provided training on TPM (Total Productive Maintenance) and skill enhancement training. Learning is an integral part of life at Unilever & there are many ways in which one can develop skills, both professional & personal. Following are the types of training provided to the employees at various levels in the organization:

#### 1- On the job training

In this type of training, trainees learn much of what they need to know by working with knowledgeable colleagues and receiving regular coaching and feedback. All employees irrespective of their location and capacity use these programmes to develop skills relevant to their jobs and gets an overview of how the company works.

## 2- Professional skills

Specific programs ensure that employees build expertise in their chosen career. The courses often use e-learning that enables them learn at their own pace and take control of their self-development. In some areas one can study for professional qualifications and, as one progresses, they'll develop their leadership capabilities.

## 3- Continual update

Each function has its own Academy – a team that continually updates its professional learning curriculum. E-learning modules are then made available on a dedicated intranet portal. Here one can also find the very latest news, articles and thinking. Essentially, everything you need to keep in touch with the business.

## 4- Personal development

Passion, energy and creative thinking are traits that are already present in individual employees. It is also very important to have an ability to understand oneself as an individual and what the individual want to achieve from the career. A whole range of personal development opportunities are available to all the employees, which can be tailored to meet their specific goals.

## 5- Business Leadership Trainees

This is a very unique program run by HUL and lasts for 15 months of pure, unadulterated, intensive training. HUL Business Leadership Trainee Program (BLTP) is another very important program for building business leadership. The rigorous training helps the employees develop an almost natural ability to take calculated risks, cope with the pressures of corporate life and hone your leadership skills.

## **Case study 2**

### **Bilag Industries Limited,**

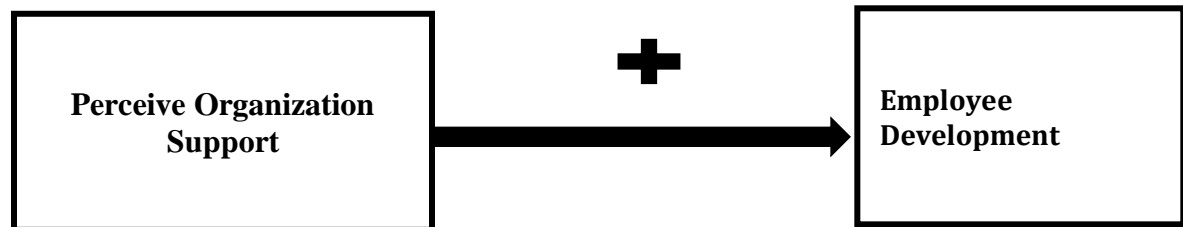
Identifies training needs as part of performance management system. Employees in executive/managers are provided management development training. Bilag also conducts various refresher courses for its senior employees. Management development programs are conducted in order to create the learning environment in the company, strengthen boss subordinate relationship. career planning and development, Strengthen the Succession Planning Management development programs conducted by Bilag include, Task Knowledge–Manufacturing & Engineering, Quality System & Documentation, Operational Safety, SAP, 5S, BBS, New System Operation & Process, Functional / Cross Functional Knowledge – Project Mgmt, All Functions Mgmt QHSE / QA / Prod - Engineering / HR Management, Cost & Energy Management, Production Operations Mgmt, GMI, BIMS, Self + People Development, Managerial Effectiveness: Leadership & Coaching, 7 Habits, BEI, Interpersonal skill & Conflict Management, Innovation & Fostering Creativity, Assertive communication. In addition to this employee are trained in company specific programs such as Bayer Business Skills – Bayer Performance Management Program, Training Skills, BIMS, Corporate Compliance / Bayer Values & Leadership Principles, Leadership Program etc.

## **1.2 OBJECTIVE OF STUDY**

1. To study framework of Perceive organization support &employee development
2. To understand the impact of Perceive organization support on employee development
3. To give suggestion based of findings and the study.

**CHAPTER 2**  
**THEORETICAL BACKGROUND**

## 2.1 MODEL



## 2.2 VARIABLE DETAILS.

### 2.2.1 Variables

- 1 Perceive Organization Support
- 2 Employee Development

### 2.2.2 Reliability

#### **Independent Variable**

Perceive Organization Support

#### **Dependent Variable**

Employee Development

### 2.2.3 Definition of Variables

#### **1. Perceive Organization Support**

Eisenberger et al. (1986).defined perceived organizational support as the dimension in which people believe that their organization considers their contributions and is concerned about their well-being

#### **2 Employee Development**

Rahman, 2012), By definition employee development is a collaborative and consistent effort of employee/employer works with the motive to enrich employees' attitudes, knowledge, experiences, skills, and abilities and to improve their overall effectiveness

## **THEORETICAL BACKGROUND OF PERCEIVED ORGANIZATION SUPPORT**

### **INTRODUCTION PERCEIVED ORGANISATIONAL SUPPORT**

**Perceived Organizational Support** (POS) is the degree to which employees believe that their organization values their contributions and cares about their well-being (Eisenberger, Huntington, Huntington, & Sowa, 1986; Rhoades & Eisenberger, 2002).

Organizational support theory (OST: Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Rhoades & Eisenberger, 2002; Shore & Shore, 1995) holds that in order to meet socioemotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Such perceived organizational support (POS) would increase employees' felt obligation to help the organization reach its objectives, their affective commitment to the organization, and their expectation that improved performance would be rewarded.

Perceived Organisational support would be influenced by various aspects of an employee's treatment by the organization and would in turn, influence the employee's interpretation of organizational motives underlying that treatment.



## **DEFINITION**

According to Brubaker and Wendel (1994), Perceived organizational support can be viewed as all things that relate to assistance and relationships amongst workers, which involve the feeling of helping each other and feeling of need, between superiors and subordinates.

Strauss and Sayles (1990) mentioned three critical aspects that should be part of perceived organizational support (POS) namely: (i) Building a feeling of approval, the overall quality of supervisors behaviour towards the employees, especially trust, can be more important than an action or any combination of actions, (ii) developing personal relationships to get to know the subordinates and also to help solve their problems inside and outside the workplace, (iii) providing a fair treatment by letting every employee know what is expected of him and by ensuring discipline.

For employees, the organization serves as an important source of socio-emotional resources, such as respect and caring, and tangible benefits, such as wages and medical benefits. Being regarded highly by the organization, it helps to meet employees' needs for approval, esteem, and affiliation. Positive valuation by the organization also provides an indication that increased effort will be noted and rewarded. Employees therefore take an active interest in the regard with which they are held by their employer.

## **NEED OF POS**

Today's knowledge based industry is dependent on their employees. Employees are considered to be the assets. Therefore efforts from the Human Resource Department to understand and analyze the aspects which affect the performance of the employees is a basic necessity to ensure effectiveness and efficiency.

The research literature indicates that POS is positively related to a number of outcomes favorable to both the organization and the individual namely conscientiousness in carrying out conventional job responsibilities, organizational commitment and job satisfaction. Therefore, the level of POS of employees needs to be constantly reviewed to ensure favorable outcomes to the organization which ultimately leads to profitability.

In the absence of direct rewards, the organization can introduce measures to increase the level of POS among employees to reduce turnover and increase retention. Therefore, the determinants of POS have to be analyzed to introduce measures to increase the level of POS.

There is also evidence that organizations taking actions to convince employees that the organization values their contributions and cares about their well-being offers an effective countermeasure against the de-motivating effects of employee cynicism and skepticism. Therefore, in order to take such actions, the level of POS needs to be studied.

Interventions designed to address the antecedents of POS are more likely to be successful in increasing organizational commitment of its members as well as the quality of their work life. Hence the study on POS is needed to generate favorable outcomes for both the organization and the employees.

## **ANTECEDENTS OF POS**

On the basis of the earlier literature survey it can be explained that the major important factor-antecedents of POS are under the following heads.

### **a. Pay Level Satisfaction**

According to Organizational support theory, favorable rewards indicate that organization values the employees' contribution to the organization, which constitutes a major dimension of POS. It is specifically argued that organizational rewards represent investment by the organization in the employee and are interpreted by the employee as indication of organizational appreciation and recognition, and thus, contribute to the development of POS.

### **b. Career Development Opportunities**

According to the study done by Maslow, 1954, in addition to meeting physiological needs, employees also have a desire to extend their potential and develop their capabilities in

organizations and to satisfy their needs for growth and self-actualization. Thus, another way that HR practices can create employee beliefs in higher POS is through providing them developmental opportunities that would meet their needs for personal growth.

**c. Work-Family Support**

POS may be related to organizational actions that strengthen employee beliefs that the organization would provide sympathetic understanding and material aid to deal with stressful situations at work or home which is suggested by Armeli, Eisenberger, Fasolo, and Lynch (1998). These factors would help meet the need for emotional support and interpersonal relationships, thus enhancing employee POS. It is very likely that if the organization provides a high level of work-family support, the employees will consider the organization as more considerate of their well-being and being more supportive.

**d. Leader-Member Exchange (LMX)**

According to Eisenberger et al., (1986), since the supervisor often acts as an agent of the organization to direct discretionary rewards and to evaluate the employees' contribution, while these discretionary rewards and evaluations are key to POS, the treatment an employee receives from the supervisor tends to contribute to employee perceptions of the support he or she receives from the organization (Wayne et al., 1997). Thus, it is believed that the level of leader-member exchange (LMX) or supervisory support bears a positive relationship to POS (Rhoades & Eisenberger, 2002; Rhoades et al., 2001; Wayne et al., 1997).

**e. Moderating Role of Professional Commitment**

An important factor that may influence these reactions is one's attitudes towards one's profession or vocation. In the literature, to some degree, career commitment, occupational commitment, and professional commitment have been used interchangeably to refer to one's commitment to the profession or occupation. Some researchers assumed that there exists an organizational – professional conflict, because the employing organization and the profession often have incompatible values and demands (Brierley, 1998; Scott, 1966; Sorensen, 1967; Sorensen & Sorensen, 1974).

**f. Organizational Rewards and Job Conditions**

Shore and Shore (1995) suggested that human resources practices showing recognition of employee contributions should be positively related to POS. A variety of rewards and job conditions have been studied in relation to POS—for example, recognition, pay, promotions, job security, autonomy, role stressors, and training. According to organizational support theory, favorable opportunities for rewards serve to communicate a positive valuation of employees' contributions and thus contribute to POS.

**g. Organizationsize**

Dekker and Barling (1995) argued that individuals feel less valued in large organizations, where highly formalized policies and procedures may reduce flexibility in dealing with employees' individual needs. Even though large organizations, as small ones, can show benevolence to groups of employees, the reduced flexibility for meeting the needs of individual employees, imparted by formal rules, could reduce POS.

## **CONSEQUENCES OF POS**

**a. Organizational Commitment**

On the basis of the reciprocity norm (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001), POS should create a felt obligation to care about the organization's welfare. The obligation to exchange caring for caring (Foa & Foa, 1980) should enhance employees' affective commitment to the personified organization. According to Armeli et al., 1998; Eisenberger et al., 1986), POS should also increase affective commitment by fulfilling such socio-emotional needs as affiliation and emotional support. Such need fulfillment produces a strong sense of belonging to the organization, involving the incorporation of employees' membership and role status into their social identity.

**b. Job-Related Affect**

POS has been hypothesized to influence employees' general affective reactions to their job, including job satisfaction and positive mood. Job satisfaction refers to employees' overall affect laden attitude toward their job (Witt, 1991). POS should contribute to overall job satisfaction by meeting socio-emotional needs, increasing performance-reward expectancies, and signaling the availability of aid when needed. Positive mood differs conceptually from job satisfaction in that it involves a general emotional state without a specific object (George, 1989). Mood has been proposed as the state component of affectivity, influenced by environment. POS may contribute to employees' feelings of competence and worth, thus enhancing positive mood (Eisenberger et al., 2001; cf. George & Brief, 1992).

**c. Job Involvement**

Job involvement refers to identification with and interest in the specific work one performs. According to Eisenberger et al., (1999), Perceived competence has been found to be related to task interest. By enhancing employees' perceived competence, POS might increase employees' interest in their work.

**d. Performance**

POS should increase performance of standard job activities and actions favorable to the organization that go beyond assigned responsibilities. According to George and Brief (1992), such activities include aiding fellow employees, taking actions that protect the organization from risk, offering constructive suggestions, and gaining knowledge and skills that are beneficial to the organization. One can divide those behaviors into those that are focused on helping coworkers and those that help the organization.

**e. Strains**

According to George et al., 1993; Robblee, 1998, POS is expected to reduce aversive psychological and psychosomatic reactions (i.e., strains) to stressors by indicating the availability of material aid and emotional support when needed to face high demands at work.

**f. Desire to Remain**

Witt and colleagues (Nye & Witt, 1993; Witt, 1991; Witt & Nye, 1992) examined the relationship between POS and employees' desire to remain with the organization. It is assessed workers' propensity to leave the organization if offered slightly higher pay, more professional freedom or status, or friendlier coworkers. Desire to remain should be distinguished from the discomfoting perception of being trapped in an organization because of the high costs of leaving (i.e., continuance commitment).

**g. Withdrawal Behavior**

Withdrawal behavior refers to employees' lessening of active participation in the organization. According to D. Allen et al., 1999; Wayne et al., 1997, the relationship of POS to behavioral intentions to leave (i.e., turnover intention) have been assessed to understand the withdrawal behaviors such as tardiness, absenteeism, and voluntary turnover. Retention of organizational membership, high attendance, and punctuality provide publicly identifiable ways for employees to reciprocate POS. POS may also increase affective organizational commitment, thereby lessening withdrawal behavior.

## **THEROTICAL BACKGROUND OF EMPLOYEE DEVELOPMENT**

### **INTRODUCTION**

The development of an employee is one of the most important factors for the progress and growth of any organization is employee development. In this study the term employee development is referred to any activity which results in employees acquire new or advanced skills, knowledge by providing learning and training facilities. It is the employees who give competitive edge to the organization, so it becomes very imperative that employees are developed. From the time an employee joins the organization, at various levels of his career progression, development programs are needed. These development programs in organizations are in form of training and development programs. There are orientation programs for the new employees, skill enhancement programs for the experienced employees. Whether it is working on a new machine, new technology or new business environment, training and development of employee is critical at all the stages.

There are three terms: Training, development and education that are used for employee development. Training is considered as a process of learning a sequence or programmed behavior. In training there is application of knowledge and training makes people aware about the rules and regulations to guide their actions. It attempts to improve performance on the present job or prepare an individual for future role. Development is a related process. Development covers not only those activities which improve performance but also those which improve one's growth and personality. Development helps an individual to realize his potentials. In organizational context it helps an individual employee to grow and develop in terms of designation and responsibility. Education is the understanding and involvement of knowledge in progress of an individual.

### **DEFINATION**

## **Employee Development**

(Rahman, 2012), By definition employee development is a collaborative and consistent effort of employee/employer works with the motive to enrich employees' attitudes, knowledge, experiences, skills, and abilities and to improve their overall effectiveness

### EMPLOYEE DEVELOPMENT

One of the most important human resources systems is training and development of employees. It is the core of system based human resources management. The concepts of development not only covers the individual employee in the organization but also all the other factors which affect organizational performance. In order to consider the needs of the organization needsof the employees have to be kept in mind. In order to meet the future demands of the organization the employees have to be prepared at all stages of employee life cycle. Development initiatives are interwoven in all the human resources systems.

#### **5.0 WHAT IS EMPLOYEE DEVELOPMENT?**

Employee development is a joint, on-going effort on the part of an employee and the organization in which he or she works to upgrade the ones knowledge, skills, and abilities. Successful employee development requires a balance between an individual's career needs and goals and the organization's need to get work done. Initiative for employee development mainly comes from the employee and his desire to learn. The organization supports by training and development initiatives. In case there is a change in machinery, technology etc the training and development initiatives are undertaken on a company wide basis.

#### **5.1 WHY EMPLOYEE DEVELOPMENT?**

Employee development is crucial for the growth and prosperity of any organization since



the employees are the determining and differentiating factors among organizations. The more capable and competent is the workforce; the better is performance of the organization. Once the employees are well trained they can easily face any situation. They can take care of customer services and retain the customer base. The employee development programs are also a very big moral booster. These motivate the employees take up additional responsibilities, change roles, delegate and do every thing to make employees perform well. Employee development programs make positive contributions to organizational performance as employees like to learn new skills and face new challenges. They get motivated and feel the organization understands their worth. This also gives them a feeling that they have potential which can be utilized for personal growth. A more highly-skilled workforce can accomplish more and a supervisor's group can accomplish more as employees gain in experience and knowledge.

Employee development can be defined as any activity which is aimed at development of individual employee and also covers areas for improvement in the performance of the organization. The organization is basically made up of group of individuals and the individuals are linked according to the organization structure. The organization learns through its employees and one development needs of the employees are taken care, organizations also develop. In the present discussion employee development considered as encouraging employees to acquire new or advanced skills, knowledge, and view points, by providing learning and training facilities, and opportunities where such new ideas can be applied.

The effectiveness of managing human resources mainly depends on the development aspect of human resources and employee development is considered as core activity around which other human resources system depend to a great extent. Development thus maybe seen as the essence of the human resources systems.

Presently most of the organizations operate in a very competitive environment, where uncertainty, risk and complexity of external environment are realities of business. Globalization and international competition puts lot of pressures on the organizations to be globally competitive. It is with this background that organizations are realizing the importance of human resources. Competent and able human resources can make a difference between success and failure. The technological advancements, emphasis on

quality and service are compelling the organizations to have competent and self directed employees who can take up decisions and responsibility as per the changing demands of the market. This puts lot of pressures on the organizations to use their human resources judiciously, train them and make them face challenges. All this is possible only when the organizations have effective training and development system in place and training are conducted in an effectivemannter.

The training and development methodology and types of training have undergone lot of changes in recent times. It will be useful if we look into some historical aspects of training and development and understand the evolution of training. This will help in understanding the subject better, let us look at the historical aspects of training anddevelopment.

## 5.2 HISTORICALPERSPECTIVE

It started after the industrial revolution in 1750, there was a need for training dueto technology development and scientific development. Technological advancements created an ongoing need to training. It is clear from the archaeological excavations done during ancient time that training was important even in those days and formal systems of training were in existence. It was as early as 2000 B.C. that apprenticeship system was developed in ancient Babylonian kingdom. Apprentice systemhelpedincraft,skillandknowledgefrommastercraftsmantoapprentices.The apprentices worked under the practical guidance of the master craftsman and learned the particular trade. After the apprenticeship system another system of training developed. This system was known as guilds system. Under this system, the master craftsman or the person who owned the craft or business, supplied the raw material, tools and instructions, it was like job work to present days. In this system the training was given without payment of any stipend to the trainees. Opportunity to learn on the job given was more important than anything else. This system was totally as per law during 15<sup>th</sup> century and covered regulation of working hours, tools, wages and cost. During 19<sup>th</sup> century vocational training system was implemented in USA under legislation passed by the Government. Under this system in the year 1886, manual training schools were set up in Cincinnati, Cleveland, Toledo and Chicago, USA. During 1872 to 1901, new forms of factory school were established due to Industrial revolution. General Electrical, Baldwin locomotive works and Hoe and company

etc established such factory schools.

In the year 1906, National Society for the promotion of Industrial Education was formed by training experts in New York. This association later came to be known as National Society for Vocational education. The idea was to create institutions which could provide gainful employment to the trainees. In the year National apprenticeship act was enacted in 1937 to take care of the interests of apprentices trainees. In the year 1962, Manpower training act was enacted. The purpose of this act was to look after the welfare of the apprentices' management. The training became essential with the development of industry. Training programs were conducted with the guidance of technical institutes and universities. During this time universities and technical institutes started providing training in engineering, science and management areas. American Society for Training and Development (ASTD) was formed in the year 1945 and it started training activities, similarly American Management Association started imparting training in the field of management. It is necessary to look at the period of British rule when different cadres of services were established in both Central and the Provincial Governments; and the training system followed broadly the British pattern. The present study is limited to the area of employee development with specific reference to executive development. With this background shall look at the status of management training.

### **5.3 WHY SHOULD EMPLOYEE SKILLS AND ABILITIES BE DEVELOPED?**

It is a general perception which supported the commonly held belief that employee development programs make positive contributions to organizational performance. A highly skilled workforce can accomplish more as the individuals gain in experience and knowledge.

In addition, retaining an employee saves the organization a great deal of money. One method of retention is to provide opportunities to develop new skills. It is found in the literature that development was one of the top three retention strategies adopted by the business organizations.

Training is the systematic process of providing an opportunity to learn and develop competencies, knowledge, skills and abilities which are required for the proper

performance of the current jobs. In addition to train the employees for the present jobs, organizations invest lot of resources in developing employees for future jobs or future expansion plans. More and more organizations are investing in developing employees for leadership roles. Organizations also develop and train high potential employees for new and more challenging roles. Training and development is also required to keep pace with the technological developments in the area in which

the organization operates. The purpose of training is to improve the performance of employees in their current roles however development mainly is future focused and prepares the employees for taking up additional responsibilities at higher level or in more challenging role.

The importance of training and development cannot be overemphasized. In fact companies that treat training and development as a fundamental requirement for achieving their goals have been rewarded for this philosophy. One study of 500 publicly traded companies found that the ones that invested the most in training and development programs for their employees returned significantly higher returns to their shareholders than did the others. Once we look at the future requirements, organization may have to think about the future competencies required for the new functions that will have to be performed in order to be competitive and what knowledge and skills will employees need to develop to perform those functions will enable one to decide the development opportunity available to the organization for the individual development that will also benefit the organization.

Development options which are available to the employee in their present jobs are known as position related development opportunities. The options are available for individual's career advancement within the organization these are called career related activities. These activities are the ones which organization undertakes in order to take as part of performance development plan of the employee.

The growth rate of an organization depends on the personnel more than any thing else. The organization's ability to provide an opportunity to each and every employee for their development and utilize his abilities so that he finds working in the organization fulfilling and enjoying and provide job satisfaction is very important.

Employees ability to learn and develop are essential as the requirements are changing at a very fast pace. Technological advancement, new processes, new machinery, all requires

ability to learn on the part of employees. At the same time in order to progress the organization needs to provide these learning opportunities for development of employees. It is essential that organizations put sufficient resources in development of employees in order to maintain a relevant and knowledgeable work force.

When employees are supported and encouraged for growth and development, they get motivated and committed towards the organization and their morale is improved. The other parts of the organization benefit when the employee succeeds in developing new skills, knowledge or experience. Organizations are paving way for simpler processes and procedures in place of control oriented organizations which are filled with bureaucratic hurdles, time consuming committees, and cumbersome approval processes are being scrapped in favor of the re-designed and re-engineered processes. This is being done to increase flexibility and efficiency thereby empowering employees. It is innovation and constant improvements that are more important with the consistency. Such a dramatic change requires accepting new values, behaving differently, learning new skills and competencies, and often taking more risks. Such a transformation is possible only through an effective training and development program.

## **CHAPTER 3**

### **LITRETURE REVIEW**

#### **INTRODUCTION**

The aim of literature review is to acquire knowledge, get better understanding of implications, and identify the gap in the field of research by studying similar studies done by other researchers. Reviews help to understand the objectives, scope, dimensions, constructs, research models, statistical analysis, findings, suggestions, discussions, and managerial

implications of the selected area of study. The ideas and concepts gathered from the review of the existing literature both of theoretical and empirical nature facilitates the planning and execution of study in a comprehensive manner. The following are the aspects related to the current research topic which were reviewed in detail

**1-ZhuxiWanga , Jing Zhangb , Candice L. Thomasc , JiaYua , Christiane Spitzmueller** studied that Proactive employees are of great value to organizations. They are characterized as being unconstrained by situational limitations and likely to seek out opportunities to shape one's environment by bringing about meaningful changes. Proactive personality is a unique dispositional characteristic defined as a behavioral tendency toward taking personal initiative in creating a favorable environment Mounting empirical evidence has accumulated in the past two decades showing that proactive personality is associated with desirable outcomes at the individual, team, and organization levels, including job performance creativity positive work attitudes and perceptions and newcomer adaptation in a meta-analytic review of the research on proactive personality, purport that proactive personality is consistently positively related to career success and job performance above and beyond other commonly utilized individual difference variables. Growing consensus points to the notion that proactive personality provides valid and consistent predictions of career success both subjective and objective career adaptation intention to quit , and job performance The theoretical grounds for the relationships between proactive personality and career success are rooted in interactional psychology perspectives that suggest reciprocal interactions between the environment and individuals' dispositions. Proactive employees' dispositional tendency of shaping the environment provides a number of advantages such as being more likely to negotiate work procedures and content, exert influence to extend the available job resources, change or seek better ways of accomplishing job tasks, and engage in career management activities. Therefore, proactive people have a higher likelihood of not only achieving greater task performance, but also of being viewed by supervisors as fully motivated and possessing higher career success potential than their less proactive counterparts. We define career success potential as a supervisor's evaluations of the subordinate's potential to have a successful career. Career success as the valued psychological or other results the subordinate accrues as a consequence of their work.

. Consistent with prior theoretical and empirical evidence and in the spirit of constructive replication, we expect a positive relationship between proactive personality on one hand, and task performance and supervisor-ratings of future career success potential on the other hand. Supportive organizational climate not only as a valuable job resource employee can draw on to remain engaged, but also as a mechanism through which organizations can compensate for the effect of low employee proactivity. Further, the moderating role of team proactive personality composition has practical implications on team staffing decision making and diagnosing team ineffectiveness. Serving as a trait-relevant situational cue, team members' average proactivity level (team proactive personality mean) determines whether individual team member's proactive personality will be triggered and enacted. Therefore, a highly proactive employee in a team predominantly composed of less proactive members may not be able to fully benefit from his or her proactive trait. Also, preliminary evidence showed that the extent to which team members are homogenous in respect to proactive personality (team proactive personality diversity) forms a unique situational factor that influences the expression of individual proactive personality in predicting work engagement. This finding provides insights into team staffing strategies by highlighting that putting members with tremendously different levels of proactivity in the same team may hinder proactive team members from reaping benefits of their own dispositional proactivity.

2-Abdul Hameed AamerWaheed 2011 studied that Employee Development is one of the most important functions of Human Resource Management. Employee development means to develop the abilities of an individual employee and organization as a whole so; hence employee development consists of individual or employee and overall growth of the employee as when employees of the organization would develop the organization, organization would be more flourished and the employee performance would increase Therefore, there is a direct relationship between Employee Development and Employee Performance. As when employees would be more developed, they would be more satisfied with the job, more committed with the job and the performance would be increased. When employee performance would increase, this will lead to the organization effectiveness. If organization culture supports employees, it will encourage employees to participate in decision making then employees would more develop and performance would increase. Top Management attitude is another important factor that influences on employee developmental activities. It depends on the sincerity and commitment



of the top management. - If opportunities of promotion are limited then employees would not participate in the employee developmental activities. increase in the skill inventory level of an employee. The skill growth is possible through training and coaching. The skill level will effect on the employee performance. Employee performance will affect the organizational effectiveness

3-Wali Rahman Zekeriya Nass By definition employee development is a collaborative and consistent effort of employee/employer works with the motive to enrich employees' attitudes, knowledge, experiences, skills, and abilities and to improve their overall effectiveness. A virtual employee development is the one that satisfies an individual's career needs and goals and the organization's requirements. No doubt realizing this end is very hard and challengeable it is imperative for the survival of organizations to capitalize on any opportunity that comes its way. The purpose of employee development programs is to improve employee capabilities. When an organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. Researchers believe that employee development efforts of organization work as signals to the employees that the organizations value their contributions and care about their career needs which the employees reciprocate in positive attitudes that commensurate with the amount of obligation they feel the organization has for them Demographers assess that future workforce would be quite diverse from the workforce of the past. This underscores the importance of employee development. At the same time there looms a fear of losing substantial investment in terms of time and money in employee development because developed employees are more vulnerable to leave for better job. Development in an employee's career is linked with a better future. It is a composite approach that encompasses mastery of a body of knowledge as well as a code of behavior and sense of social obligation. Being the most valued resource of any organization, it is imperative that all other resources be exploited for the development of this vital resource. Organizations should realize that it is not only an employee's past performance but it is their future personal development that makes the difference. Commonly it is presumed that employees themselves should take the initiatives for their own development. But this cannot be affected in vacuum. Organization is the best context for the success of this phenomenon. As employee/employer

both get benefit of it, therefore, organization should assist employees by providing them development opportunities.

4-Jordan E. Kirkland May, 2017 Studied that POS, or perceived organizational support, refers to employees' perceptions of the extent to which their organization values their contributions and cares about their well-being The concept of POS arose from a tradition in organizational psychology examining the employee-organization relationship, a topic which has long incorporated the idea of exchange between these two parties. Early theorizing about organizations discussed how organizations trade inducements in return for employees' involvement in, or commitment to, organizational activities addressed the significance of the role played by individual employees, arguing that one of the most important means of achieving organizational goals is ensuring that members have a positive orientation toward the organization. He further argued that employees demonstrate the most commitment when they see their actions on behalf of the organization as legitimate, gratifying, and in line with their own internal need integrated prior work equity theory, explaining that the degree of involvement from both parties depends upon an equilibrium of efforts employees determine their level of commitment based on the present and potential value of the inducements and rewards offered by the organization .Shared a common belief that employee-organization exchanges are critical for achieving organizational goals, as well as a common recognition that employees' perspectives matter a great deal in maintaining and cultivating these relationships. Research emphasized exchanges between an employer and employee, other researchers focused more on the attachment that can develop between organization and employee.

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

1. **Reliability of data:** The reliability can be tested by finding out such things about the said data: (a) study of this framework was been collected from theories and different research sites (b) Source of data are of different websites research sites ? (c) All the data use was been approved by reliability and suitability. Data collected was accurate and approved.
2. **Suitability of data:** The data use to study and analyze the framework was suitable and approved

3. **Adequacy of data:** If the level of accuracy achieved in data is found inadequate for the purpose of the present enquiry, they will be considered as inadequate and should not be used by the researcher. The data will also be considered inadequate, if they are related to an area which may be either narrower or wider than the area of the present enquiry.

Adequacy of data was tested and approved by various research sites.

### **Research Questions**

- 1- To study the framework of perceived organization support in employee development.
- 2- To understand the impact of Perceived organization support on employee development
- 3- To give suggestions based on findings and the study.

What was the purpose of this study? - The purpose of this project is to study a link between Perceive Organization Support in Employee Development & to study the framework of ofPerceive Organization Support in Employee Development it has widely been agreed that appropriate training and development practices are decisive for a firm's successThe critical nature of effective human resource management practices has widely been acknowledged organizations are required to create and maintain long-term relationships with this resource and to ensure greater share in the market.

Data analysis –

Over all data analysis got positive perceived organization support on employee development.

Employee development positive responses to organization development

Perceived organizations support is important to employee development and retention turnover.

## **CHAPTER 5**

### **FINDINGS AND SUGGESTIONS**

#### **FINDINGS**

**1-Employee Development and Its Affect on Employee Performance A Conceptual Framework by Abdul Hameed AamerWaheed**

Employee is a key element of the organization. The success or failure of the organization depends on employee performance. Therefore, organizations are investing huge amount of money on employee development.

1-Organization Culture: - If organization culture supports employees, it will encourage employees to participate in decision making then employees would more develop and performance would increase.

2-Attitude of Top Management: Top Management attitude is another important factor that influences on employee developmental activities. It depends on the sincerity and commitment of the top management.

3-Limited Opportunities of Promotion: - If opportunities of promotion are limited then employees would not participate in the employee developmental activities.

### **Developmental Activities**

1-Coaching- Coaching is an important activity for the employee development. Coaching is not formal. It involves treating employees as a personal partner in achieving both personal and organizational goals. Therefore, we can solve personal problems of the employees by providing coaching (Agarwal, 2006). When problems are resolved, this lead to increase in organizational performance as employees would be able to achieve organizational goals.

2-360 Degree Feedback and Developmental centers' 360 degree feedback and development centers are preplanned and are based on prior defined assessment criteria. As developmental centers" are present in the organization or there are many developmental centers outside the organization and are very important as they provide training to the individual employee ( Hazucha, 1993). How to be developed and employees can only be developed if they have a desire or motivation to be developed.

3-Developmental Appraisal Developmental appraisal is an ongoing process for the employee development during the whole year. Basically, it is a compulsory part of the Performance

management. This appraisal will determine the weak area of employee where employee development is required in order to improve the employee performance.

4-Investment in Perceived Developmental Activities of the Employees The investment in perceived developmental activities of the employee are important in order to increase the employee performance. As investment in perceived developmental activities also provide the organization as a competitive advantage (Chay et al., 2003).

5-Competitive Advantage Most of the organizations do not consider the employee developmental activities of much value. They only focus on achieving the goals of the organization. They do not care about the development of employees. So, if organizations would focus on employee developmental activities, this would help in enhancing the skills of the employees. As skills enhanced, they would be able to develop career their own realistic career plan and thus lead to increase the organizational effectiveness. Perceive organization support increase Employee Development leads to employee performance.

6-Employee Performance Employee Performance means employee productivity and output as a result of employee development. Employee performance will ultimately affect the organizational effectiveness.

7-Organizational Effectiveness Organizational effectiveness refers to the achievement of overall organizational goals. Employee development leads to employee performance. Individual Performance of an employee will lead to the organizational effectiveness.

**Optimizing Perceived Organizational Support to Enhance Employee Engagement Robert Eisenberger, Glenn P. Malone and William D. Presson University of Houston**

POS is strongly driven by effective leadership, favorable HR practices, desirable job conditions and fair treatment. When assessing their POS, employees pay particular attention to



organizational practices over which the organization has considerable discretion, as opposed to organizational practices imposed by external constraints such as government regulations or market competition for employees. Higher-level managers enhance POS when they provide supportive policies and HR practices, whereas supervisors enhance POS through helpful and considerate actions. Though research consistently shows these factors are strongly related to POS, little has been written specifically for managers, HR professionals and supervisors concerning ways to enhance POS. To fill this gap, we discuss eight tactics for optimizing POS.

Implement supportive workforce services that are discretionary.

1. Implement supportive workforce services that are discretionary—“Don't just do the things you are required to do.”- Favorable treatment received by employees from an organization can be of many different kinds, such as recognition for good work, opportunities for promotion and job security.
2. Be fair and equitable in the making, monitoring and enforcement of all management practices.- Fair organizational procedures and policies yield major contributions to POS because such procedures and policies are often viewed as strongly under the control of the organization and central to employees' long-term interests. In this way, organizations that treat their employees fairly and equitably convey a sense of concern for their well-being. As a result, as shown by a great deal of evidence, fair treatment is among the strongest drivers of POS.
3. 3. Set achievable goals and reward proportionately-Appropriate rewards and recognition for the achievement of high performance are strong drivers of POS. When rewards and recognition for high performance are appropriately provided, organizations promote an environment that employees can expect to gain rewards for high performance. This expectation indicates that the organization values employee contributions and, thus, not only increases employees' willingness to perform at a high level but also serves to enhance their POS.
4. 4. Offer individualized benefits—“Learn and provide the type of support your workers and workforce needs.”- Benefits that are tailored to employees' individual needs more strongly convey the organization's positive valuation of employees. Research found that the perceived usefulness of benefits designed to help employees balance their work and family responsibilities was positively related to POS.

5. Support supervisors so they will foster POS in their subordinates. - Supervisors, who act as representatives of the organization responsible for directing, evaluating and coaching subordinates, play a key role in seeing that the goals and objectives of higher management are effectively implemented. Supervisors have been found to repay the organization for their own POS by carrying out their jobs more effectively, including more supportive supervision of subordinates. In turn, subordinates who feel supported by their supervisors report increased POS and engage in more voluntary behaviors helpful to the organization.

### **Role Of Perceived Organizational Support And Organizational Justice On Employee Turnover Intentions: A Literature Review Prof. Navin Kumar K**

Role of perceived organization support and perceived supervisor support which lead to the turnover intentions. Findings showed that perceived organization support and perceived supervisor support act as antecedents to the turnover intentions. It is observed that, when supervisor support is high, perceived organization support is not important predictor of turnover intention and perceived organization support becomes significant when there is low supervisor support. Key talented employees are always important asset for any type of organization. In a competitive business environment, it is inevitable for the organization to study, whether employees plan to leave the organization and to know the reason for such plan. organization must take care of the job factors because if employees are dissatisfied with the intrinsic job factors, they may think of moving out from organization. Organization justice determines the decision, whether to stay or leave the organization. It is found that, both male and female employees perceive organizational justice in the same way. justice and interaction justice with employee turnover intentions. It is propounded that, all organization must focus on the performance of employees without any bias, respect and trust all employees and proper communication, which in turn reduces employee intention to quit. . Perceived organizational support and organizational justice have major influence on employee turnover intentions. Thus it is important for the organization to design the strategies to improve their support to reduce the turnover intentions which may lead to the organizational effectiveness

Exploring alternative relationships between perceived investment in employee development, perceived supervisor support and employee outcomes BårdKuvaas and Anders Dysvik,

In organizations engaged in ‘devolving’ HR to the line, line managers are also often involved in activities such as recruitment, career planning, occupational health and safety compliance, and organizational culture development and maintenance.

Organizations should pay more attention to the degree to which it is possible to implement HR practices in a ‘user friendly’ way. Employee perception of an organization’s HR practices is probably strongly influenced by the perceived support of the immediate line manager. Secondly, the perceptions of the immediate line manager seem to influence employee attitudes both directly and indirectly through more positive perceptions of an organization’s HR practices.

Beyond supporting effective implementation and according to social exchange theory and leader–member exchange (LMX) research, a high level of PSS and PIED should also create an employee obligation to reciprocate by way of positive attitudes and behaviors toward both the supervisor and the organization. Still, employees are also found to direct reciprocation efforts toward the source of the benefits received the immediate line manager is more proximal to the employee on a day-to-day basis than the organization is, the felt obligation to reciprocate emanating from the supervisor and the organization.

Perceived Investment in Employee Development will mediate the relationship between Perceive Supervisor Support and employee outcomes because the immediate line manager is regarded as the agent of the organization.

HR practices they have the responsibility to implement. By giving line managers a say in deciding what type of training, performance appraisal and pay system would probably be most effective for his or her employees, an organization’s HR may be better able to respond to local HR needs. By allowing line managers discretion in how to implement certain HR practices, HR can also better meet the needs of individual employees & lead to employee development.

## **6.2 SUGGESTIONS**

- 1 Beliefs about followers show altogether in their leader's practices and influence how the leaders get seen by his follower. Subsequently, leaders should cautiously and sincerely recognize the convictions they hold towards workers and afterward challenge the equivalent on the off chance that they wish to be viewed as all the more empowering leaders.

- 2 'Immediate Supervisor 's Leadership Style was an important variable that emerged significantly. This suggests organization must make sure that all administration development activities start from senior levels and permeate down methodically
- 3 In order to increase the incidents of OCB among its employees, organizations should pay close attention its justice practices that are followed while distributing organizational resources and rewards, procedures that govern such allocation decisions, and interpersonal treatment given to its employees by their supervisor.
- 4 Supervisors should additionally set a genuine example to their subordinates by extending their region of effort and contributing with jobs that go beyond their compulsory activity jobs.
- 5 Supervisors should further set a good example to their subordinates by expanding their area of effort and contributing with roles that go beyond their obligatory job roles.
- 6 Supervisors ought to be mindful so as to be fair in their dealings with all the subordinates and should treat them equitably.
- 7 Organizational Citizenship Behavior, impact organization growth and efficiency. The impact of OCB would rise from the leaders Empowering behavior. However, the leaders should assume significant job both incubating Empowerment and furthermore support the Empowerment.
- 8 Trust and building ethical relationship within leaders and follower to employee to show extra role behavior is the key for organization success.
- 9 Employees who can connect with the organization and its leaders are believed to be truly, intellectually and genuinely engage. Having a drawn in workforce brings numerous points of interest for organization. Commitment levels are prescient of execution levels of employee. (Bakker and Bal, 2010) hence organization should try to enhance BE of its employees so as to increase OCB.

### **6.3 LIMITATIONS OF THE RESEARCH**

1. This study is based on self-reported researched from different research studies.
2. For the purpose of study all sectors are not considered.
3. For this study we have used the convenient prior studies theories to analysis,

## **CAPTER 6**

### **CONCLUSION & DISCUSSION**

## **7.1 CONCLUSION OF STUDY**

Employee is a valuable resource (asset) of the organization. The success or failure of the organization depends on employee performance. Therefore, organizations are investing huge amount of money on employee development literature. The key variables identify related to employee development and Employee performance. The paper presents the importance of the employee developmental activities, importance of investment in a human capital, and challenges in employee development.



Implement supportive workforce services that are discretionary— “Don't just do the things you are required to do.” • Be fair and equitable in the making, monitoring and enforcement of all management practices. • Set achievable goals and reward proportionately. • Offer individualized benefits— “Learn and provide the type of support your workers and workforce needs.” • Support supervisors so they will foster POS in their subordinates. • Train subordinates to be supportive. • Promote strong social networks. • Begin organizational support prior to the start of employment. will encourage employees to perceive that the organization values their contributions and cares for their well-being. POS has benefits for employers by enhancing employees' positive beliefs and attitudes about the organization. As a result, employees are more likely to be emotionally committed to the organization, inclined to increase performance and less likely to be absent or leave the organization.

Perceived organizational support and organizational justice have major influence on employee turnover intentions. Thus it is important for the organization to design the strategies to improve their support to reduce the turnover intentions which may lead to the organizational effectiveness. high level of perceived organizational support promotes belongingness towards organization, so which reduces turnover intentions. This study determined two major factors which is having influence on intention to leave, i.e., organizational commitment and perceived organization support, which is the key organization behavior towards their employee's development.

Managers play an important role in the implementation of HRM is not new but, with a few exceptions, there is little systematic research on how individual line managers influence the relationship between an organization's HR and its employee's development. Investing in employee development is a central tenet of maintaining and developing the skills, knowledge and abilities of both individual employees and the organization as a whole invest in their employees, employees tend to reciprocate in positive ways. giving line managers a say in deciding what type of training, performance appraisal and pay system would probably be most effective for his or her employees, an organization's HR may be better able to respond to local HR needs. By allowing line managers discretion in how to implement certain HR practices, HR can also better meet the needs of individual employee.

**CHAPTER 7**  
**REFERNCE**

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