Training and Career Development

Junelyn Cabasag, Ai Van Nguyen, Jessica Bibaeff, Hanah Nguyen
The impact of employee perceptions of training on organization commitment and turnover intentions: a study of multinationals in the Chinese service sector

By: Alexander Newman, Rani Thanacoody, and Wendy Hui

The International Journal of Human Resource Management

Junelyn Cabasag
Key terms

- Perception: the state of being aware of something

- Social exchange theory: human relationships are formed by the use of subjective cost-benefit analysis and its alternatives

- Affective commitment: refers to the employee’s identification and emotional attachment to the organization

- Continuance commitment: perceived costs of leaving the organization, may include the benefits or seniors status within the org
Purpose

-examine the impact of employee perceptions of training on commitment to the organization and its later relationship to intentions on turnover

-highlights the importance of training as a tool
Method

- Structured equation modeling on survey data of 437 Chinese employees of five multinational enterprises.

- 1000 distributed, 437 responded (43.7%) in a 4 year time span
Take home message

- OD&T & Marketing = publicizing
- Informing staff
Getting what’s new from newcomers: empowering leadership, creativity, and adjustment in the socialization content

By: T. Brad Harris ET AL.

Personnel Psychology 2014
KEY TERMS

- Empowering leadership (EL)
- Perceived organizational support for creativity (POSC)
- Newcomer
PURPOSE

- Explore the role of empowering leadership
- Explain moderating mechanisms in the empowering leadership-newcomer creativity relationship
- Uncover empowering leadership's influence on other important newcomer adjustment outcomes
METHOD

- Study 1: participants were randomly chosen
  - Collected data after 4 weeks.

- Study 2: participants were randomly chosen
  - 95% males, overall age 23 years, had gone to college

- Empowering leadership

- Perceived organizational support for creativity
Figure 2: Perceived Organizational Support for Creativity as a Moderator of the Empowering Leadership–Newcomer Creativity Relationship (Study 1).

Note. EL = empowering leadership; POSC = organizational support for creativity.

Figure 3: Trust in Leader as a Moderator of the Empowering Leadership–Newcomer Creativity (Supervisor Rated) Relationship (Study 2).

Note. EL = empowering leadership.
TAKE HOME MESSAGE

- Encourage and motivate.
- Ensure that adjustment completely without facing difficulties.
Is Being A Good Learner Enough? An Examination Of The Interplay Between Learning Goal Orientation And Impression Management Tactics On Creativity

By: Dong Liu

Personnel Psychology 2015

Jessica Bibaeff
Key Terms

- **Learning Goal Orientation (LGO)** - Demonstrating ability in achievement situations
- **Impression Management (IM)** - Attempting to influence perception
- **Mentor** - Experienced or trusted advisor
- **Protege** - Person who is guided or supported
Purpose

● Explores how proteges’ LGO and IM tactics influence mentoring programs
● Self-Focused and Mentor Focused IM Tactics- Positive Correlation
● Job-Focused IM Tactics- Negative Correlation
Method

- 917 Participants - 8 Month Study
- Data Collected 3-Time Points throughout
- Surveys administered to proteges and mentors
Figure 1: Theoretical Framework.
Figure 2: The Moderating Effect of Mentor-Focused IM Tactics on the Relationship Between Learning Goal Orientation and Mentoring Provided.

Figure 3: The Moderating Effect of Self-Focused IM Tactics on the Relationship Between Learning Goal Orientation and Mentoring Provided.

Figure 4: The Moderating Effect of Job-Focused IM Tactics on the Relationship Between Learning Goal Orientation and Mentoring Provided.
Take Home

- Mentor Programs
- Measure using SMART Measures
- Reward Mentors for success and measure their performance
Age- and Gender-Based Role Incongruence: Implications for Knowledge Mastery and Observed Leadership Potential among Personnel in a Leadership Development Program

By: Robert Hirschfeld and Christopher Thomas
Personnel Psychology 2011

Hanah Nguyen
Key Terms

- Role Incongruence
- Observed Leadership Potential (OLP)
- Self-Schema
Purpose

Is the female gender directly related to a lower OLP and less mastery of strategy knowledge?
Method

- 972 USAF participants
- 5 week program
- Data obtained from
  - Two multiple choice test
  - Teammate votes
  - Ratings by external observers
Structural Model

Gender → Strategy Knowledge Mastery: -.33

Strategy Knowledge Mastery → Observed Leadership Potential: .25

Gender → Observed Leadership Potential: .02 (ns)
Take Home Message

● Career Planning
● Personal development workshops
  ○ Self-awareness
  ○ Critical thinking and analysis
● Mentorship program
Training and Career Development
Take Home Message

- Mentor Programs
- Measure using SMART Measures - Specific, measurable, achievement, relevant, and time-bound, reward mentors/trainers
- Incentivize Mentors