

# Professional Development of Teachers in Colleges of Pakistan: A Comparative Case Study of Public and Private Colleges of Pakistan

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## **Abstract:**

### **Purpose:**

The aim of the researchers in this effort is to identify the challenges and barrier faced by teachers in colleges of Pakistan regarding their professional development. The study also discovers realistic implication and adaptation which can be used in order to have highly professionally developed teachers in colleges.

### **Objective of the study:**

The current research is conducted to find the different professional development characteristic and different factors which are beneficial in professional development of college teachers as well as the factors which are the root cause of creating deficiencies in professional development programs of teachers, especially for college teachers.

### **Methodology:**

In conducting the current research study the researchers had used the qualitative method and quantitative method. In quantitative method Likert scale or in other words summated rating scale is used; as it is easiest to construct and by the definition of this scale each statement on the scale have equal importance or weight. Sample taken to conduct this research study is 120 teachers from both the sectors as 60 public and 60 private respectively. Besides the questionnaire, interview technique is also been used to carry out the mention research.

### **Findings:**

The major findings of research has reveled that professional development programs at institutional level are not carried in its required intensity moreover these programs if executed properly then could increase teachers' satisfaction, student learning and learning output. However such programs are aimless as these programs are run without any definite purpose. Moreover it is found that there are inadequate course contents and trainers are mostly untrained. Also seminars are not conducted due to insufficient allocated funds and if seminars are conducted these results to be unproductive. Employee in educational institutions are not provided some sort of scholarship programs

## **Introduction**

Professional development refers to the improvement of abilities or talent by continued practice to get adept in a particular field. It is mostly a continuous process. Professional development is the process of improving human resources dexterity and competencies needed to construct marvelous educational outcome for students. Fullan (1991) enlarge the details to contain entire amount of official and unofficial knowledge gain in person's career before service to retirement. It is also can be explained as the process of learning abilities knowledge and understanding to make progress in your career, either in professional life or personal life. To

understand the term professional development in technology uses grant (Ned.) provide a wider meanings as to increase augmentation by use of technology. Professional development is more than the only training, but it also impose the practically skill learning with the help of many official and non-official resources to help others and also try to develop new approaching into your field.

Without help of personal development Professional development is not possible. One should have the desire to grow his personality. By becoming personally developed one could get better responsiveness and characteristics, make good human resource and could get benefit from employability, increase standard of life and can make his ideas and ambition to become true. This is not restricted to just person's own but also contains actions to develop others. This can be done by being a guide, an instructor, adviser, trainer, tutor etc. One can be developed personally by improving his understanding, abilities, capital, knowledge, distinctiveness, religious grow, understanding his capabilities and increasing them, being a good human resource in a particular field, improving his standards of living, maintaining physical condition, accomplish his desires, making himself self-directed, designing his development procedure, increase in social responsibilities.

In case of organization the professional development is much more important to make your organization long term stable and succeeded. For this purpose organizations conduct different types of procedures and take different steps to make its human resources compatible to the success of organization. This also means the modern approaches to increase your employee's personal needs and organizational success. In this sense the purpose of the organization must be two way, to fulfill individuals professional needs and his goals and contributing each member to get attained organizational goal. Organization should impose on each employee the professional development and also support the development process by providing their employees the required resources. Professional development is necessary for each individual either he is employee or not. For this reason all workers are supplied chance to obtain information, talent and aptitude in turn to become competent in his work.

As explained earlier in previous section that college system in Pakistan is not good to achieve required results. Very few studies have conducted on college system of Pakistan. This is clear from studies that teachers in Pakistan are facing many difficulties as well as many unsolved problems which are acting as the basic reason in low literacy rate in Pakistan. If some of them puts into action then there can be achieved at least some satisfactory results. Pakistani teachers are facing the problems frequent faced by all teacher all over the world. These include deliverance of excellence instructor teaching, collaborating classroom educator, and school administrators. To handle the problem of deliverance of excellence instructor teaching, an experiential work was carried out to search out demerits and required alternative strategies for issues to difficulties tolerated by Pakistani teachers. It is also mentioned by Sarwar (2010), the educator training processes in Pakistan is not capable to increase the expertise and abilities of to get some constructive results from student's learning. The same thing also addressed in (Situation Analysis of Teacher Education in Pakistan, 2006). If there is any program, then there is no any particular legislative department to supervise the procedure and bring change in action if any change is needed. In Pakistan instructor of teachers are also not very practical in their field, hence they do not have practice. So how they teach well to new upcoming teacher? And in addition to these, there results a less developed student. And if these students go in their desired fields, they definitely proved to be less competent and productive. There is also a reason for student to go into wrong field or unfavorable future career opportunity. There is a lack of proper professional guidance from expert teachers and parents. This is the main cause for failure of students. All of that is because of absence of teachers who may be expert in their profession. Aggarwal (1998) stated that a trainee teacher must learn that how to fit in diverse substantial conditions and in his societal circle. He must learn how to educate kids as well as

grown person. A good teacher should be capable to teach the student as their level whether he is a child or an adult.

The current research is conducted to find the different professional development characteristic and different factors which are the root cause of creating deficiencies in professional development programs of teachers, especially for college teachers.

By keeping in view the following research educational institution in Pakistan can get better steps to bolster up professional development processes for teachers in order to get required results. And they can produced teacher who are fully operational with skills, abilities, understanding, proficiency to fulfill the student's learning needs in profound logic. The study will be of much importance for policy makers to create an effective education policy for student-teachers as well as their student. This is also important for teachers who are willingly to be professionally developed. It is provide a guideline to tutor teachers that how to teach the student-teachers to get maximum output. In my study I have concluded that a teacher can be developed professionally if he could maintain his continual learning process whether he does not have any trained tutor to teach the advance skills. In this sense a good teacher must have to be agreeable to new studies in their particular field or must have an openness of mind. Because of the deficiency of resources if an institute is not capable to provide you some professional mentors, who come to you and polish your skill with new handiness and experiences. Then you must learn yourself, as a teacher to become more dexterous in your profession, make self-maintained programs to facilitate yourself. And practice such programs which are helpful in increasing your proficiency. I also found that all the studies which are conducted in your teachers training institution are just theoretical ones. Then you have to be more practical to get benefices which are according to your desires.

The researcher conducted this study to find out the achievements gained by professional development in organization and teaching sector, and to bring before the mirror the different facilitators of teachers professional development and also to indicate some common hindering factors in professional development of teachers and how to avoid these causes to be getting professionally developed human resources.

## **Literature Review**

### **Professional Development:**

To do work effectively and efficiently, one should have to learn skills and make them better by process of constant learning. This process of continual learning and being skilled and experienced in a particular field is known as professional development. Professional development is a continuous process to increase one's abilities, skills, experience and knowledge. This is a process which is applicable in both, in personal life as well as in professional life. Nowadays anyone who is concerned about his future and profession must have to be equipped to constantly enhance his abilities by both prescribed and casual way. In case of casual learning or informal learning he must learn by the experiencing the subordinates, coworkers and companions and getting knowledge by them. It is most important in those companies who employed the workers on basis of their skills and depend on their proficiencies. Professional development is defined in thesaurus of Educational Resource Information Center (ERIC) as "activities to enhance professional career growth." These doings may be in form of personal development, carrying on education, on job education in form of different tasks, routine works, coaching classes, advisor teaching etc. Professional development is something in a different place to training. It is not just learning from formally but also from informal sources to learn new abilities, skills, and also to discover new vision in own profession. As Fullan (1991) defines the professional development as, it is the summation of overall prescribed and casual learning which someone learns from beginning of career to the time of retirement. By different authors different definitions had appeared about professional

development, all of them have considerably same meaning, but the difference is that everyone defines it as according to his point of view. Development is a continuous process as explained earlier, so it is necessary for development that one must know what is to be developed in order to be professional developed. In case of personal development a person have to know what he wants to achieve in his future, what skills are required in him, which skills he lacking and which are needed by him. Then after evaluating his current performance and desired performance with respect to achievement of personal goals, he can start a well-developed professional development plan. Different types for the purpose of personal development are available.

### **Impact of professional development on employee behavior**

Employees are the most important resources of any organization, whether the organization is profit based or nonprofit based, besides of technological, financial and natural resources. Every organization must have some type of human resources in order to perform its basic operations, whether it is an automated manufacturing plant or totally equipped machinery to perform operations.

These human resources are in form of employee, working in organization to facilitate the basic operation of organization and to make it more efficient and effective. You can say that these human resources or the employee of organization plays an important role in performance of organization. A good institution must have good employee, or the good employee make an institution good. These both are necessary for each other. As the employee of organization performs, they collectively represent the performance of organization. If you need an organization to perform well then it is essential that each and every employee of this is performing well. It is the responsibility of every company to make their employee competitive to achieve desired goal of company. This can be done by increasing the work quality of workers, increasing their knowledge and abilities.

As Nadler & Nadler (1990) exclaimed that for an organization to survive and strive in tempestuous atmosphere, it is necessary to get used to employees developmental actions continuously. When an organization do struggle for development of their workers then it creates an place in the inner chamber of the employee's heart, which make them more committed to their organization and their work, and make them more satisfied. Employee satisfaction is most powerful factor for a company. A satisfied employee is more productive than dissatisfy employee. A satisfied employee works with more commitment and whole heartedly for the benefits of his employer. Any organization which works for the professional development of its workers, is actually trying to convert their worker to loyal, committed and productive workers. There is the significant difference between professionally developed and non-developed employee. It affects employees' behaviors towards organization itself and toward the external relations of organization. These external relations are in the form of customers and external parties to which a company communicate to perform its basic purposes. If a worker is professionally developed and he is used in field then he will be most valuable for company as compare to other ones who are less developed in his profession. He can argue, make customer satisfy by his skills, abilities and knowledge. Well-developed employee is the asset of organization. He is more involved in continuous learning processes and more willing to do exciting work tasks. Professional development makes an employee more energetic, enthusiastic and vigorous towards his work task. By being professionally developed an employee becomes more productive and valuable for organization.

### **Benefits of professional development**

Professional development is useful for an organization in many ways, as by means of it a company have well prepared, motivated and satisfied workforce to achieve company's goal.

When company work for the safety and development of employee then employee feel a sense of being important for that company and in result he prove his struggles for the sake of company's performance. A well satisfied employee makes possible customers retaining and Increase Company's cost-effectiveness. When employees of a company are involved in CPD (Continuous Professional Development) then in this way they are growing their efficiency and worth. These employees are actually improving the performance of company by increasing their own performance.

The company in such case can improve its marketplace, effectiveness and competence by focusing on its most prized strength of its staff, and making it more effective and efficient by engaging them developmental activities.

The benefits of Professional Development for employers are as;

- The firm has the more competitive work force.
- Company has an improved expert and well-organized personnel.
- Knowledgeable workers invite great stature staff and retain them.
- Better CPD (Continuous Professional Development) strategies offer the maximum budget helpfulness resources for offering training, mainly when supported by corporation via other businesses.
- Person will have the ability to respond to the varying environment eagerly.
- Workers will be additional flexible to accepting different assistances to change occasion.
- Continuous Professional Development approach is by company is useful only in case when workers are wishing-for the improvement in impetus and preservation.

The paybacks from Continuous Professional Development are larger for companies as well as for single worker. So it is important for companies to perform a good role in the Professional Development of its workers. Companies by forming Continuous Professional Development strategies, charter and structure and by taking it into action can achieve a greater feat for the company as well as will have talented and pliable workers. In Professional Development role of the organization differ in different cases as to provide workers some developmental schemes, frames, formally or informally different sources to information as mentoring, learning opportunities and informational networks.

Benefits from Professional Development can be seen by conducting different surveys. According to a survey of CIPD, it is seen that about 81% of workers have approved that liable institutions are mostly willing to be more artistic and inventive.

When employers work for the development of their employees then they create a win condition for workers and workstation. In results employers have:

- Staff with improved skills
- Fully potential worker fortified with skills to operate in changing atmosphere of workplace
- Employees with high self-esteem
- Future satisfied worker
- Innovative and motivated staff
- Creative and reactive employees to obtain desired goal.

### **Methodology:**

Authors have taken four universities of Pakistan from which two universities are private and two universities are public. The target population includes all faculty members of case study universities from which authors have taken out sample. Both questionnaires and interviews are conducted from the respondents. The data is then analyzed by using SPSS software and by applying simple means, standard deviations and t-scores for comparative analysis of results. In



order to measure the results, various variables and issues and challenges have been identified by the prior studies. 5-point Likert scale

(1=strongly disagree to 5=strongly agree) has been developed to explore the responses of faculty members. The level of significance “ $\alpha$ ” used for the analysis of data is 5 % (.05). The respondents are asked to tell their views regarding what issues and challenges they have faced while experiencing professional development activities at their institutes.

## Findings and discussion

### Management commitment regarding professional development

Type of institute				T .value	P .value
Public		Private			
Mean	SD	Mean	SD		
1.73	.994	1.71	.782	.120	.905

As the results indicate that the mean score for public colleges is 1.73 and for private universities is 1.71 and the standard deviation is .994 and .782 respectively. The t-score for equality of means is .120 with p-value .905. These results indicate that there is no significant difference between the two mean scores. The mean scores also indicate that respondents of both public and private colleges somehow agree with the statement that their management is highly committed regarding professional development of faculty members. Respondents of both public and private colleges agree with this statement because their management always taking steps regarding professional development by providing training courses. On the other hand, a few respondents were not agreeing to the statement that their management is committed to provide training and development opportunities to them the reason for this disagreement is lack of resources and lack of funds for conducting training for the faculty members. Many respondents revealed in their interview that management show reluctance to provide training to staff because they believe it is just a waste of time and money and do not know how important it is for effective working of teachers.

### Incentives granted for attending training:

Type of institute				T .value	P .value
Public		Private			
Mean	SD	Mean	SD		
2.61	1.218	2.51	1.227	.394	.694

As the results indicate that the mean score for public colleges is 2.61 and for private colleges is 2.51 and the standard deviation is 1.218 and 1.227 respectively. The t-score for equality of means is .394 with p-value .694. These results indicate that there is no significant difference between the two mean scores. The mean scores also indicate that respondents of both public

and private colleges somehow neutral with the statement that there is significant impact of professional development activities on job performance of teachers. Reason provided by the respondent of both public and private colleges are same that incentives granted depends on the importance and duration of the course and as well as on management sincerity. Moreover, they revealed in their interviews that there is no proper performance management system that is extremely crucial to check whether trainees are transferring training on the job or not. If performance is checked on continuous basis then benefits could be tied well with good performance and rewards can be granted.

### Voluntary Practices:

Type of institute				T .value	P .value
Public		Private			
Mean	SD	Mean	SD		
2.15	.827	2.17	.919	-.103	.918

As the results indicate that the mean score for public colleges is 2.15 and for private colleges is 2.17 and the standard deviation is .827 and .919 respectively. The t-score for equality of means that is -.103 with p-value .918. These results indicate that there is no significant difference between the two mean scores. The mean scores also indicate that respondents of both public and private colleges somehow neutral with the statement that Professional development practices is voluntary at their institute. Respondent of both public and private colleges provided the same reason for this response that some of the practices are voluntarily and some are compulsory according to their importance. However a few respondents disagree with the statement that their involvement in the training activities is on voluntary basis. The reason that they revealed in their interview was most of the training programs are not pre-planned and lacks proper need assessment of organization, individual and task. Therefore, same training is delivered to everyone and most of the time that useless training is mandatory for every individual to attend. Only such training activities that are truly important are given to those who are in good-books of management.

### Impact of PD on Job Performance:

Type of institute				T .value	P .value
Public		Private			
Mean	SD	Mean	SD		
1.97	.870	2.02	.908	-.324	.747

As the results indicate that the mean score for public universities is 1.97 and for private colleges is 2.02 and the standard deviation is .870 and .908 respectively. The t-score for equality of means that is -.324 with p-value .747. These results indicate that there is no

significant difference between the two mean scores. The mean scores also indicate that respondents of both public and private colleges somehow agree with the statement that there is significant impact of professional development activities on job performance of teachers. Professional development courses increases and updated the knowledge and skills of the teachers and quality of teaching. Most of the respondents revealed in their interviews that effective and properly planned training can greatly influence their working that is both academic and administrative. Moreover they added that their research contribution could also be enhanced through training programs.

### Impact on Student Education:

Type of institute				T .value	P .value
Public		Private			
Mean	SD	Mean	SD		
2.0	.868	1.98	.935	.506	.614

As the results indicate that the mean score for public universities is 2.07 and for private colleges is 1.98 and the standard deviation is .868 and .935 respectively. The t-score for equality of means that is -.506 with p-value .614. These results indicate that there is no significant difference between the two mean scores. The mean scores also indicate that respondents of both public and private colleges somehow agree with the professional development programs that they received has significant impact on quality of education delivered to the students. Professional development programs increases the knowledge and skills of the teachers that improve the quality of education delivered to the students. Respondents revealed in their interviews that with current level of training there is no positive impact noticed on the working and study of students. Because, current training process is mostly flawed. They recommended that if training problems and issues could be resolved then training can be proved effective for students and they could be the direct beneficiaries of training.

### Use of PD to Improve Job Performance:

Type of institute				T .value	P .value
public		Private			
Mean	SD	Mean	SD		
1.73	.739	1.78	.613	-.368	.713

As the results indicate that the mean score for public colleges is 1.73 and for private colleges is 1.78 and the standard deviation is .739 and .613 respectively. The t-score for equality of means that -.368 is with p-value.713.this results show that there is no huge difference in two means scores. Respondents of public universities revealed in their interview that although professional development activities can affect their performance positively but there are



several problems that are causing hindrances as lack of resources such as inadequate number of libraries, internet facilities, lack of funds, lack of electricity, etc that are continuously hampering smooth working of teachers. And in private sector there are no huge differences in means and respondents of private sectors are agreed to improve the performance of institute but lack of hard working teachers in their institutes everything is available libraries, internet facilities, lack of funds, lack of electricity, etc but teachers cannot work effectively.

### **Conclusion**

Professional development refers to the improvement and development of skills or talent by continuous practice to be adept in once career field. It is also known as the process of enhancing human resources' dexterity to make them more effective and efficient. In this effective in terms of their outcomes and is efficient in their functioning. Professional development considered other than and more than only training. Professional development carried out through ones career start to retirement in case of professional life. Every person must have desire to improve his/her personality and to developed personally he has to go through certain conditions like getting knowledge, favorable characteristics, good use of human resources and benefits from employability. By doing so a man can increase his standards of life and can made his ideas to become true. In case of an organization, professional development is to make organization more long term stable and succeeded.

Organizational professional development programs must be capable of increasing opportunities for organization's personnel career. Professional development of teachers is also necessary for the purpose of quality teaching. If teachers are best trained they can educate student well and hence increasing the student knowledge through their broaden spectrum in field and in depth related knowledge. Sheikh (2000) reported that teachers who are more prepared for teaching are more won over and successful with their student. According to Zaman (2000) the main purpose of teachers' development is to restructure their behaviors, behavior and change their personality. However the change in all these respects is little bit difficult and there is no specific definition for a perfect teacher. In order to answer the question the National Research Center on English Learning Achievement (1998) provide some qualities of efficient tutor which we have already discussed in our introduction to topic. To achieve these qualities a teacher must have to be professionally developed, without professional development this is difficult to achieve all these qualities. Teacher' performance is necessary for the good reputation of any educational institution. Ferrant (1990) give the same idea as the quality of every educational institution is dependent to their teachers' performance. In Pakistan very few researches have been conducted in order to find the drawbacks in teachers' professional development. The current study is carried out to find out the hurdles in professional development of college teachers and to recommend some solutions.

As the above discussion shows that professional development is not only necessary for the teachers but also for every individual working in an organization, so it shows the importance of professional development. Professional development is not only necessary for the peoples who are working in the business but also for the teachers, technicians to perform their daily duties better. As we know that jobs are getting complex day by day, so to perform these complex jobs professional development of every individual is necessary. Every employee in the organization must have complete knowledge about their job to perform their job well. Technology is changing all over the world so the old workers are facing problems to perform their job. So the teachers are also facing problem in their teaching career because teaching is also getting complex and complex. Professional development is necessary for the teachers to upgrade their skills and knowledge in teaching. Professional development occurs in two ways firstly when the individuals start professional development practices themselves or sometime the training course and workshops are initiated by the management. If a teacher wants to expert in their

teaching career so it is necessary for him to upgrade their skills on routine basis. If a teacher is up to dated in his teaching career he can provide better knowledge to the students than the teachers who are not updated. The level of study is changed to a great extent as time passed, due to this complexity the old teachers are facing problem in their teaching career. The problems faced by the old teachers can be avoided by providing them professional development programs. Professional development helps the employees to prove their professional growth in the organizations. As compared to the other leading countries in the world college institutions in Pakistan is still working hard to improve their education system. In order to increase the quality of education no doubt significant developments has been made by the Pakistani government by arranging different workshops for the teachers and other training programs. But still many problems are unaddressed that college teachers facing in their career. Professional development of teachers in Pakistan is becoming an emerging issue because many people are attracted towards the profession teaching and after that facing problem in teaching due to complexity.

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