

ASSOCIATION AMONG ACADEMICIAN'S JOB ACCOMPLISHMENTS AND PROCEDURES FOR HUMAN RESOURCES

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Abstract

This study aims to investigate how human resource management strategies affect the performance of organizations. Ninety workers, including academicians and support personnel, from both public and private universities answered the poll. There were 49 items in the poll that addressed certain HRM practices and university performance. The results indicated that by raising employee satisfaction with pay, policies, and working conditions, management may be able to raise the degree of commitment inside the company. Employee involvement is encouraged since workers are thought to be a vital source of competitive advantage for businesses. Increasing staff meetings' degree of involvement and facilitating more facilitated conversations on related themes are two strategies to improve job happiness at work. Making decisions quickly is facilitated by open communication or information exchange. Employee commitment and job satisfaction will be impacted. Employees are more productive and assist the organization increase its overall performance if they are well-informed about the work environment, their responsibilities, and its goals. As long as these protocols are shared and the workforce is involved in both the formulation and implementation phases, a highly dedicated and competent staff enables businesses to thrive with these tactics and acquire a competitive advantage.

1. INTRODUCTION

The total expansion of an organization is its organizational performance (Drucker, 2002). The most valuable resource in every firm is its human capital. Effective and efficient personnel management is essential for enterprises. In any company, human resources are essential. Thus, in order for staff members to perform to the best of their abilities, management must give it careful consideration (Ahmad & Schroeder, 2003). Human resources are people who work for an organization and are responsible for carrying out the activities entrusted to them with the goal of meeting organizational goals and turning a profit. By offering them unique techniques, human resources can give them a long-term competitive edge (Huselid, 1995). A company's success depends upon the people who are working in the organization. Human resource considered more important asset in any organization (Vlachos, Tsamakos, Vrechopoulos, & Avramidis, 2009). In any organization, the employees must be treated as a valuable asset; the organization's mission will be achieved in a better way if their skills would be developed. In the presence of the competitive environment, the success of any organization depends upon the capabilities and the caliber of their Human Resource and their programs and practices (Rehman, 2011). If there are no human resource management practices, then company always face the difficulties and not

able to perform in the competitive society. Company current and potential human resources are essential considerations in the development and for the execution of its strategic business plan (Huselid, 1995). Human resources include individuals, staff or workforce within or even outside the boundary of an organization who are responsible for performing the tasks assigned to them. The main aim of an organization's human resource team is to help the organization in achieving its objectives. Human resource helps the organization in making sustainable competitive advantage (Huselid, 1995). Human capital, at times, is irreplaceable (Awan & Sarfraz, 2013). Despite this enormous importance of human capital, organizations don't pay attention to their employees. An organization should consider its employees' valuable asset as employees contribution to the organization will help the organization in achieving its vision and mission. The capabilities and skills of human resources help the organization in surviving in the competitive environment (Rehman, 2011). The employee participation encourages the employees it boost the employees in an organization (Syed & Yan, 2012). Likewise, the reputation of the organization and in maintaining relations with society. Dissatisfied employees may cause problems for the organization (Syed, Yan, 2012). Human Resource Management (HRM) is concerned with the efficient and effective utilization of human capital of the organization. HRM policies and practices may either help or constrain employees in performing their roles (Ngo, Foley, Loi, & Zhang, 2011). In the last two decades. Human resource management practices provide the organizations a sustainable source of competitive advantage (Barney, 1995). Human resource practices mean the process or the functions that used to manage the employees and it directed the firm toward the development (Lado & Wilson, 1994). Employee's performance depends on how efficiently firm manages them by using their operations. The performance of the employees is the output of the performance of the workers it efficiently enhances the organization operations (Hameed & Waheed, 2011).

2. RELATIONAL THEORETICAL BACKGROUND

2.1. Training on Job Satisfaction

Training plays an important part in job satisfaction. Providing formal and informal training experiences, such as necessary skills training, coaching, mentoring, and management development can further influence employees' development (Huselid, 1995). Human capital theory defines some labor is more productive than others because more resources invested into the training of the labor (Ramlall, 2004). As A Result of the training, job satisfaction needs to be applied to influence the workers to stay longer in their organizations (Tooksoon, 2011). Training is necessary because many changes come in a competitive environment. The current market nowadays faces increasingly rapid amount of changes in technology, system, and products (Awan & Sarfraz, 2013).

2.2. Training on Organizational performance

Training is an important factor for productivity as higher productivity observed in firms that result of training (Tan & Batra, 1995). If the employee couldn't understand the job, then he would prefer another job so the company can enhance the employee productivity by investing more money in the employee training.

H1: An emphasis on providing training has significant positive effect on a) employee Job Satisfaction and b) organizational performance.

2.3. Performance Appraisal on Job Satisfaction

It is the very important factor we take it as an important human managerial practice because this study conducts in Pakistan and most of the organizations ignore the employee merit-based promotion (Syed, Yan, 2012). Performance appraisal is the driver of the employee performance. If the employees perform better it leads toward the job satisfaction of employees (Syed, Yan, 2012). If the employee is internally satisfied or happy with his or her job, then it shows the productive results of an organization. Employees who get the fair appraisal system are more satisfied with an organization than other employees. Therefore, promotion is associated with low employee turnover (Fey et al., 2000). Fair chance of promotion can enhance the employee productivity, and employees react more satisfied with an organization. The employees are more passionate and satisfied when an organization gives them a fair chance of promotion (Syed, Yan, 2012). There is a significant relationship between the performance appraisal and the job satisfaction (Ali & Ahmed, 2009)

2.4. Performance Appraisal on Organizational performance

A sense of performance appraisal provides the sense of fairness and justice among the employees who are valued to an organization (Pfeffer, 1995). If the performance appraisal is merit-based and without any biases, then it enhances the productivity of the organization. Reward theory links the fair promotion and the job satisfaction. It means the change in the ranking system (below to above level) enhance the motivation level of employee and enhance the productivity of the organization (Lawler III, 1986).

H2: Performance appraisal has significant positive effect on a) employee job satisfaction and b) organizational performance.

2.5. Employee Participation in Job Satisfaction

If the organization involve the employees in the decision making, then it motivates the employees and employee happy with his or her work. Employees' involvement fulfills their self-actualization need. According to the Maslow's need hierarchy theory, in self-actualization, organization provide training, provide challenges and encourage creativity (Ramlall, 2004). Managers have responsibility for creating such environment in which they use the full potential of employees. If the employer fails, then it causes the poor performance, employee frustration, lower job satisfaction and increases the withdrawal of organization (Steers & Porter, 1983). Participation of employees satisfies the employees it fills the self-actualization need, and it enhances the productivity of the employees (Syed, Yan, 2012). It shows that there is a positive relationship between them.

2.6. Employee participation in organizational performance

Participative decision making can be evaluated regarding various outcomes, including workplace democratization, reduction of industrial conflict, and employees' involvement in decisions (Cotton, Vollrath, Rrogat, 1988). There is the link of participative approach theory between the employee participation and the organizational performance (Amin, Ismail, Selemani, 2013). Company gives a chance to their employees to exchange information and ideas (Mohammad A. Binyaseen, 2010).

H3: The Employee Participation has significant positive effect on a) employee Job Satisfaction and b) organizational performance.

2.7. Job Definition on Job Satisfaction

Job description includes all the task duties and responsibilities. If these are clear to the employees it increases the satisfaction level of the employees and enhances the organizational performance as well. If the employees are well aware of the organization environment and their duties, objectives then they are better to perform their tasks, and it helps the organization to enhance their productivity. Proper job description and job specifications help the employees to grow (Manning, 2012). Conducting job analysis and subsequently providing employees with the job description prevents the situation in which the employees do not know what is expected of them (Abeysekera, 2007). If an organization defines the outlines, responsibilities, working conditions and expected skills, then the employee can give the better results and more satisfied (Amin, Ismail, 2013).

2.8. Job Definition on Organizational performance

Job description plays an important role in the organizational performance. It defines the duties, and the tasks responsibilities that are expected of the employee and the company expect from him to perform (Amin, Ismail, 2014). If the job is clear, then employees efficiently manage their work, and it helps the organization to motivate and retain the employees. So, if company make clear the job description then it enhances the organization productivity as well.

H4: The job definition has significant positive effect on a) employee job satisfaction and b) organizational performance.

2.9. Compensation on Job Satisfaction

Compensation is the pay, wages, salary, and benefits. If the company give rewards to the employee based on his performance, it motivates the employee and enhances the satisfaction level of employee (Tooksoon, 2011). If an organization gives high wages, the employee satisfaction becomes high which lead the high productivity. In other words, a higher wage increases effort by increasing workers' loyalty to the firm (Akerlof, 1984).

2.10. Compensation on Organizational performance

Performance-based compensation has a positive effect on the employee and organizational performance (Cardon & Stevens, 2004). We chose this practice in our research because it is the dominant predictor (Vlachos, 2009). Performance-based compensation is viewed as an ingredient in organizational incentive system that encourages the individual performance and retention (Uen & Chien, 2004). Incentive planes in any organization enhance the satisfaction level, and the employees show loyalty toward an organization. To be effective compensation practices and policies must be aligned with organizational objectives (Vlachos, 2009). Employees think it is the employer mechanism to control their behavior.

H5: The use of performance-based compensation has significant positive effect on a) employee job satisfaction and b) organizational performance.

2.11. Job Satisfaction on Organizational performance

Job satisfaction is an individual cognitive, affective and the evaluation reaction on the job (Tooksoon, 2011). Job satisfaction is widely studied work-related attitude in the field of the organizational behavior

(Tooksoon, 2011).The higher job satisfaction relates to the organizational performance (Hackman & Oldham,1975). Low level of employee job satisfaction tends to have a low level of commitment and productivity (Wong-Riley, 1989).if in any organization there is no job satisfaction then there is high intention to leave the job. The work environment is an important factor in the job satisfaction and the organizational performance (Tooksoon, 2011). If employees have a high level of satisfaction, it will lead towards less turnover and high organizational performance (Amah, 2009).

H6: A positive relationship exists between the employee job satisfaction and organizational performance.

2.12. Research Framework

This study examines whether there exists a relationship between human resource practices and the performance of companies in Pakistan. There are five independent variables including training, performance appraisal, employee participation, job definition, compensation. While there is only one mediating variable which is employee job satisfaction and also only one dependent variable which is organizational performance.

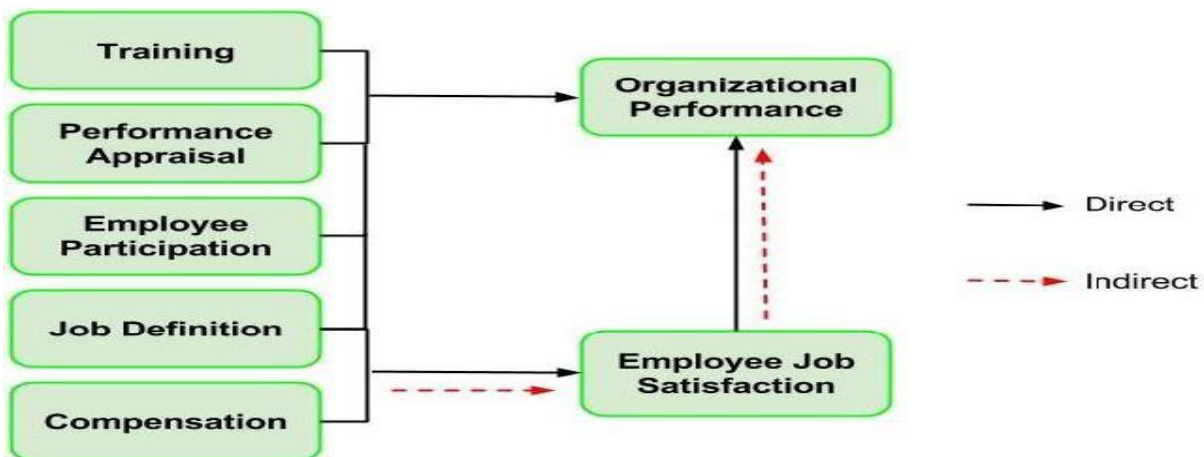


Figure 1 Theoretical Framework

Figure 1 shows the relationship between independent and dependent variables as a direct effect and through mediating variable as well. We have developed seven hypotheses from H1 to H7 which shows direct as well as indirect relationships. It is also separately shown in Figure 1 that black arrow relations show direct relationship, while red line arrows show indirect association.

3. METHODOLOGY

3.1. Data Collection

The questionnaires provided the data that was gathered. Academicians and support personnel from every faculty and administrative office received an equal distribution of it. The Gujranwala sector's universities, including Punjab University Gujranwala Campus (PUGC), University of Central Punjab (UCP), and Gift University, provided the data. The non-probability sampling technique, which incorporates convenience sampling technique, was employed in this study. Forty support staff members and fifty administrative staff members, including teachers and other employees from various university

departments, made up our sample. This sample size was enough to get the results. In this research, the total number of variables were seven, and each variable had seven questions in it. The sample size was 90 because it was Qualitative research design and due to the shortage time limit, it was enough. The Sample size was limited due to the limitation, and these results couldn't be generalized (Batt, 2002). The Questionnaire survey tool was used to collect the data. The structured questionnaire was used and this research based on the Self-developed instrument on Likert scale.

3.2. Study Design

The purpose of this study is to examine how HRM practices impact the performance of organizations. Furthermore, the link between the variables must be covered in this study. Our goal was to determine whether the researchers' proposed framework's variables genuinely showed a correlation, and if so, what potential contributing elements might there be. Anova, T-Test, and Regression were the statistical methods employed in this study. Because the regression showed us how the independent and dependent variables related to one another, we decided to employ it. This study included a number of variables and questions. For example, as an independent variable, training's relationship to organizational performance was examined to see if it was good or negative. In model summary, the adjusted R square told us about the model fitness. We used ANOVA, to know the significance level of the best-fitted model, and it also presented whether the sample size applied to the population or not. We run T-Test which told us that sample was applicable on population or not. This test also helped to see whether the hypotheses were accepted or rejected. Also, regression was done in this research, to show there was a significant relationship between the variables.

4. STATISTICS AND RESULTS

4.1. Regression Model

Table 1 shows that all the independent variables explain 56% to the dependent variable and the model is best fitted up to 56%. It also shows that 44% are the other variables that did not explain this model. It might be the other variables which didn't considered due to the limitations. In table 1, 46% can be adjusted by adding the independent variables. It gives us an idea of the scatter of the points around the line of regression. The table shows that .23028 scattered.

Table.1 Model Summary

Model	R	R2	Adjusted R2	Standard Error
1	0.745	0.555	0.463	0.23028

Note: Dependent variable; job satisfaction (JS). Independent variables; compensation(C), employee participation (EP), performance appraisal (PA), job definition (JD) and Training (T)

4.2. ANOVA

The value of F is statistically significant at a level of 0.05 or less, and this suggests a linear relationship between the variables. Statistical significance at a .05 level means there is a 95 percent chance that the relationship between the variables is not due to chance. On the other hand, the value of the P is less than the 0.05 then it will be significant, and the hypothesis which you stated will be accepted. The significance

level must be less than .05, and it shows that independent variables how much explain the effect of the dependent variable. After that $F=5.998$ and $P=0.001$ is statistically significant.

Table.2 ANOVA

Model 1	Sum of Square	Mean Square	F	Significance
Regression	1.591	0.318	5.998	0.001
Residual	1.2731	0.53		
Total	2.863			

5. CONCLUSION

This study aims to investigate the relationship between human resource management techniques and organizational performance, as well as the impact these practices have on job satisfaction (a mediating variable) and organizational performance (a dependent variable). All of the study's hypothesis were accepted, with the exception of employee participation. According to Amin and Ismail (2014), the training variable significantly improves both organizational performance and work happiness. According to Qureshi, Franceschini, and Lastras-Montano (2010), universities can better organize their workforce and maintain staff skill improvement by providing academicians and support staff with proper training programs. Moreover, the performance management policy serves as a framework for performance review (Guest, 1997). The employee's participation is also turned down. The government and upper administration make decisions in Pakistani public universities (Wagner, 1994). The Research conduct with the small sample size and sample is collected from both the public and private universities of Gujranwala. One of the significant limitations of this study is the small sample size thus the findings are not generalizable (Amin, Ismail, 2014). The Gujranwala is the congested area, and the culture varies from city to city it might be a reason.

Compensation and the job definition both practices have the significant positive effect on the job satisfaction (Syed, Yan, 2012). Furthermore, employee Participation has the negative relation with the job satisfaction because if the organizations don't involve their employees they think that they are not important for the organization it decline the motivation level of the employees in the universities. Human resource practices have the significant direct link with the job satisfaction (Hamid, Rasheed, 2015). Job satisfaction is positive effect because if the employee is happy then he is more loyal and enhances the productivity (Chen, 2009). So it is important to follow the best human resource management practices, in order to enhance the performance of employee which ultimately would lead to the profitability.

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