

# Organization Commitment and Career Success as Surrogating Variables between Reward System and Job Performance: A Study from Public Sector Universities of Punjab, Pakistan

Saffa Maqsood Quaisar Ijaz Khan  
 College of Commerce, GC University Faisalabad

## Abstract:

**Purpose-**The main aspiration of this study is to examine the mediating effect of organizational commitment and career success between reward system and job performance.

**Design/Methodology/Approach-** 98 respondents working in public sector universities of Punjab, Pakistan contributed in this study by filling the survey forms (Questionnaire).

**Findings-**The study found the significantly positive mediating relationship of organizational commitment between reward system and job performance.

**Research Limitations/Implications-**As cross sectional study the data were collected once only has the limitations such as the researchers' convenience, due to this the results might not be generalized in other provinces of Pakistan and other territories of the world.

**Practical Implications-**The university must have to improve the higher level of its ranking nationally and internationally; its performance depends on the intrinsic and extrinsic reward system for the faculty members. The construct in Pakistani context is unique in its nature.

**Originality/Ecological Validity-**Main stream studies on this construct in Pakistani context, has focused the public sector universities of Punjab Pakistan. The study is amongst the preliminary studies in this context. The research will be beneficent for the faculty members working in Pakistani DAIs and policy makers as well.

**Paper Type-**Research Paper

**Keywords:**Public Sector Universities, Organizational Commitment, Career Success, Job Performance and Reward System.

## Introduction

Internationally the universities are the symbol of prestige and dignity for any society, the nations' feel pride with the remarkable outputs generated by these institutions towards serving the societies (Quaisar, Shukor, & Soffian, 2016b). Tan (2010), believes that perception of organizational environment has greater influence on employee' job performance. Where, the employee's exhibit great responsibility when they discover employee development associated with performance appraisal assuredly connected with Job Performance and adversely with desire to quite (Quaisar, Shukor, & Soffian, 2016a). Nevertheless, research is profusion dealing with issues relating to employees' development from various angles. On the other hand, the focus of these studies has been remained toward subjective perceptions and employees intrinsic and extrinsic reward system maintained by the institutions. Whereas, in European and Australian countries and associated territories, the practices of reward system are different as compared with the Asian countries, due to many reasons such as literacy, culture, purity, poverty, injustice, nepotism, politics and civilization (Nadiri & Tanova, 2010; Raihan, 2012; Tan, 2010). The basic objective of an organization is to build a factual image, in the present rival market (Ali, Nazim, Kakakhel, Shahid Jan, Rahman, Wali, Ahsan, 2014). However, it involves a lot of challenges and become tricky, higher level of capacity and more efficiencies are requiring amongst them (Rahman et al., 2012). Whereas, the success of HR activity mainly depends on employee's perception of that intervention (Quaisar, Khulida, & Tan, 2014). Whilst, all the employees are not equal and the output from all the employees cannot be assumed equal from the same phenomenon. Therefore, the organizations are required to equally distribute the workload to the faculty members according to their capacity and willingness to do a task (Quaisar et al., 2016a, 2016b).

HRM practice might remain ineffective without financial gains for employees, as employees require organizational support to better understand and apply these activities (Mohsin et al., 2011; Zafar, Mohsin, Abrar, & Ghazanfar, 2014). HRM practices are designed to enhance support from the institution, employees' gratification from their work and make them realise the sense of ownership for their organization (Arfan, 2013; Nazir, Khan, Shah, & Zaman, 2013). HR practices are necessary for reducing turnover intension and enhancing Job Performance. Essentially it is required to support and understand the theoretical base is presented in the literature and holds as well as the empirical justification in the developing countries such as Pakistan. The endeavour of the current study is to make up the gap, in theory and practice.

## Review of Literature

Subjective Career Success: Greenhaus et al. (1990), describe subjective career success known as individual

beliefs about satisfaction and achievements in their careers.

**Affective Commitment:** According to Meyer, Allen and Smith (1993), affective commitment is the individuals feeling closer to the organization not only emotionally but also being involved with the organization and its goals (Allen & Meyer, 1990; Meyer & Allen, 2004).

**Reward System:** Intrinsic and extrinsic rewards are required for the employees to enhance job performance, financial gains are ineffective at some certain level for executives, they requires their public fame and the work done by them must be recognized by their names, credit must be given for their efforts (Duan, Deng, & Corbitt, 2012).

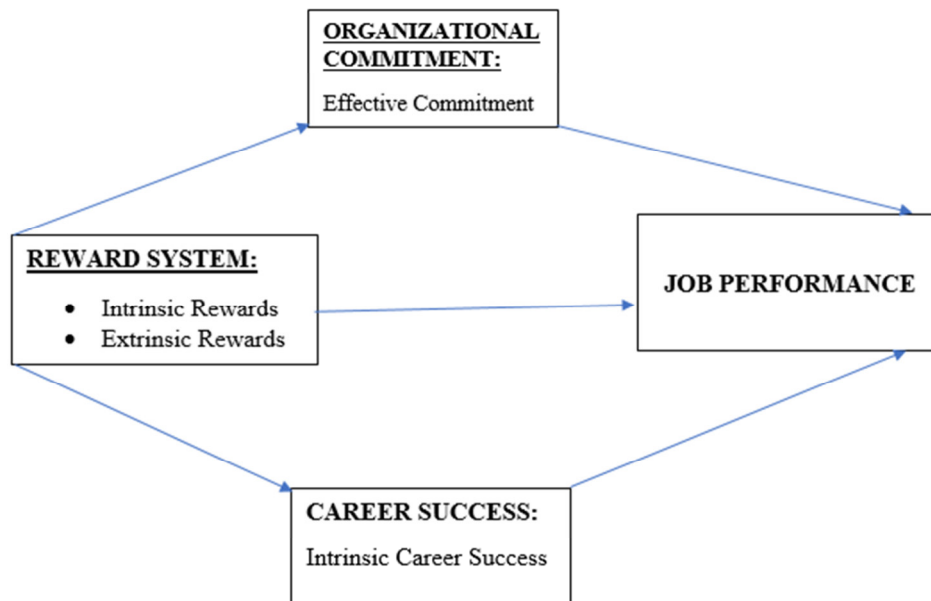
However, the frequent changes taking place in the organizational structure, termination of employees, will confuse the loyal employees of the organization. Whilst, in many organizations permanent employees are fired and new employees are hired on temporary and contract basis (Spekle & Verbeeten, 2014). The term 'employability' firstly introduced in 1950s to 1960s as being the ability of someone to turn into employed in current labour market but now it is known as the consequence of changes come into existence (Kameny et al., 2013). Thus, employability now known as the one's behaviour towards job responsibility and self-awareness have in their career life (Junaid, 2015). Findings of the past studies shows that those employees who have positive behaviour with respect to their job responsibility regarding their experience, interest, skills, abilities are seen successful in the labour market (Strom, Sears, & Kelly, 2013).

Whereas, personnel have been seen playing the vital role in an organization and the workforce is deemed as the most important asset of the organization (Gattiker & Larwood, 1986; Seibert, Sargent, Maria, & Kiazad, 2016). No one can refuse its importance in the development of an organization. Researchers believe that HRM practices can become an exclusives source of competitive advantage if it fulfils four basic requirements such as individuals' skills are required to be rare, individual performance be a source of added value to the organization's output, technological advancement cannot be substituted for them and they are required not to be replaced easily (Rahman et al., 2012). These four requirements are further subject to an organization's own approach of capitalizing on this potential source of profitability. Bailey (1993) complains about the underutilization of human potential in organizations because employees have generally been found performing below their maximum potential. Through the organizational support that can be overwhelmed.

Job security is desired by the employees at any stage, otherwise, it can affect the performance of the employees and reduce their moral at workplace. The public sector universities are required to maintain proper job security for the faculty members working in the institutions of higher learning (Baeriswyl, Krause, & Schwaninger, 2016; Khalid, Zohaib Irshad, & Mahmood, 2012). Whereas, Job Autonomy is related with the employees' independence regarding the tasks assigned to them, they are responsible to relinquish their assignments with a desired degree of freedom and authority, by enjoying the responsibility. The work done by them finally should have to be recognized by their name and they will be held responsible with any wrongdoing regarding the particular task, if done beyond the authority assigned to them (Barrick & Mount, 1993; Spector, 2010).

Whereas, the working conditions really matter, when comparing actual performance with the desired performance. Organizations maintains the comfortable and peaceful working conditions free from hazards to extract better performance form the employees at workplace (Ariza-Montes, Muniz-R, Leal-Rodríguez, & Leal-Millán, 2014; Raihan, 2012). Yet, the promotional opportunities are utmost necessary for the enhancing job satisfaction and reducing turnover intention of the employees working in the public sector universities (Ariza-Montes et al., 2014; Quaisar, Shukor, & Soffian, 2015). Reward system of any institution is real predictor of individuals' job performance; it enhances, and stronger impact is being seen if organizational commitment mediates the relationship. Figure 1.1 represents the research framework below:

## Research Framework:



**Figure: 1.1**  
Research Framework

**Hypothesis 1:** Reward system has significantly positive relationship with job performance

**Hypothesis 2:** Reward system has significantly positive relationship with career success.

**Hypothesis 3:** Reward system has significantly positive relationship with organizational commitment.

**Hypothesis 4:** Career success has significantly positive relationship with job performance.

**Hypothesis 5:** Organizational commitment has significantly positive relationship with job performance.

**Hypothesis 6:** Career success mediates the relationship between reward system and job performance.

**Hypothesis 7:** Organizational commitment mediates the relationship between reward system and job performance.

## Research Design

Positivism philosophy has been adopted in the present quantitative research. Data were collected from the faculty members working in the public sector universities of Pakistan. Stratified random sampling technique has been used for collection of data. The research is applied in nature and the purpose of the study is to test the theory rather than build the theory. The Organizational Support Theory has been applied as underpinning theory for this construct in Pakistani context.

## Organizational Support Theory

Eisenberger, Huntington, Hutchison, and Sowa (1986), highlighted the concept of organizational support theory and reward system particularly. In accordance to the said theory this unique construct has been formulated. It can be argued that organization's concerns for employees' welfare and benefits motivate employees to work hard. Theory of planned behaviour has also been found associated with the construct in this particular context of Pakistan (Ajzen, 1991).

## Measurements

Job performance has been measured on five point Likert scale; consisting on four items the scale has 0.778 Cronbach Alpha in this study. Career success has been measured on five point Likert scale developed by (Greenhaus, Parasuraman, & Wormley, 1990). Total items are five. The Cronbach Alpha is 0.817 in this study. Organizational Commitment was measured by eight item scale developed by (Allen & Meyer, 1990). Effective commitment only has been taken in this study the Cronbach Alpha is 0.850 in this study. Reward system has been measured on five point likert scale consisting on 17 items; the scale has 0.882 Cronbach Alpha in this study.

## Data Analysis

The Structural Equation Modelling (SEM) has been considered fit for analysis on Partial Least Squares (PLS) with all its assumption, for the said purpose, SMART PLS 3.2.7 software has been used. This section deals with the Reliability and Validity as follow:

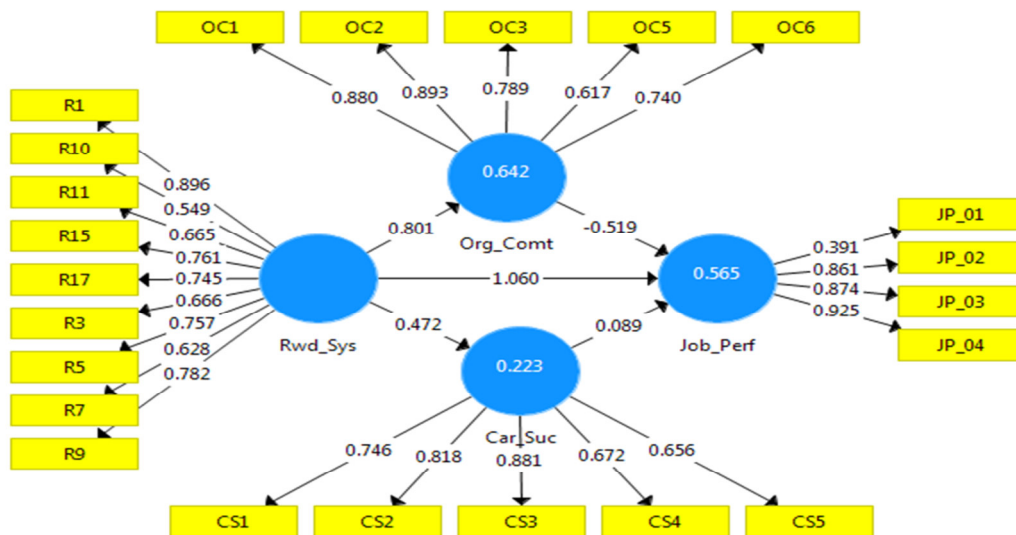
### Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Car_Suc	0.817	0.877	0.871	0.577
Job_Perf	0.778	0.864	0.862	0.628
Org_Comt	0.850	0.904	0.891	0.625
Rwd_Sys	0.882	0.896	0.906	0.522

### Discriminant Validity

Fornell-Larcker Criterion	Cross Loadings	Heterotrait-Monotrait Rati...		
	Car_Suc	Job_Perf	Org_Comt	Rwd_Sys
Car_Suc	0.760			
Job_Perf	0.342	0.793		
Org_Comt	0.477	0.373	0.790	
Rwd_Sys	0.472	0.686	0.342	0.723

The next figure represents the statistical framework of the study by using SMART PLS software the total no of respondents remained limited up to 98 as the researcher used student version of the software; because the licence is costly, and the researcher is student having financial constraints, which is a limitation of the study as well.



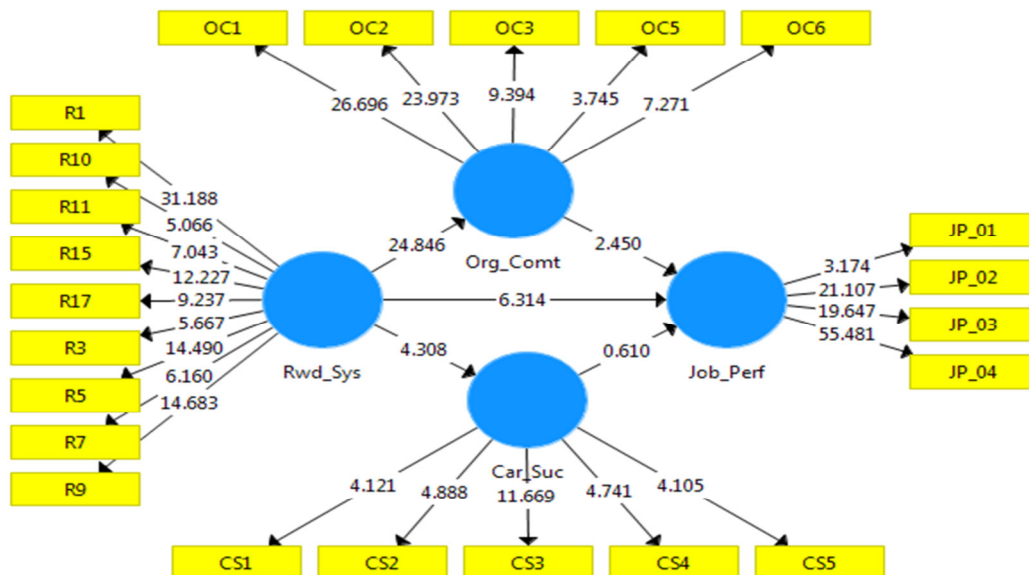
## Hypothesis Testing:

### Total Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O /STDEV)	P Values
Car_Suc -> Job_Perf	0.089	0.089	0.147	0.610	0.542
Org_Comt -> Job_Perf	-0.519	-0.531	0.212	2.450	0.014
Rwd_Sys -> Car_Suc	0.472	0.506	0.110	4.308	0.000
Rwd_Sys -> Job_Perf	0.686	0.694	0.063	10.929	0.000
Rwd_Sys -> Org_Comt	0.801	0.813	0.032	24.846	0.000

### Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O /STDEV)	P Values
Rwd_Sys -> Car_Suc -> Job_Perf	0.042	0.047	0.080	0.529	0.597
Rwd_Sys -> Org_Comt -> Job_Perf	-0.416	-0.433	0.179	2.320	0.021



The researcher has examined two mediators between reward system and job performance, from which the mediating effect of the career success has been observed insignificant. Whereas, the mediating role of organizational commitment between reward system and job performance. Another hypothesis has also been rejected statistically a complete list of hypotheses with decision has been provided below:

**Hypothesis 1:** Reward system has significantly positive relationship with job performance [ACCEPTED]

**Hypothesis 2:** Reward system has significantly positive relationship with career success. [ACCEPTED]

**Hypothesis 3:** Reward system has significantly positive relationship with organizational commitment. [ACCEPTED]

**Hypothesis 4:** Career success has significantly positive relationship with job performance. [REJECTED]

**Hypothesis 5:** Organizational commitment has significantly positive relationship with job performance. [ACCEPTED]

**Hypothesis 6:** Career success mediates the relationship between reward system and job performance. [REJECTED]

**Hypothesis 7:** Organizational commitment mediates the relationship between reward system and job performance. [ACCEPTED]

There are seven hypotheses in this study from which 5 hypothesis are accepted and 2 are being rejected because the T-values were below the threshold value of 1.96. The study consists on five direct and two indirect



relationships. The next section deals with the research limitations and future recommendations.

### Research Limitations

In this article Firstly, the scope has been limited to only one aspect limited to Punjab and public sector universities of Pakistan. Second Individual conception obtained and collected through questionnaire. Third Conclusion drawn based on sample not based on entire population. It is a social science research that is based on researcher's attitude and cannot assumed something absolute. Conclusion drawn because of data analysis considered as researchers' contribution and accepted with all deficiencies of researchers perceptive. Fourthly, the cross sectional study like other studies; where the results cannot be generalized.

### Recommendations for Future Research

Current study indicates a conceptual description about job performance and reward system. It is assumed that this article would increase the level of understanding the precedent and gratification from institution's reward system development in quantitative term. Future researches must give due attention to the qualitative aspect of the issue and must have a deep understanding of the association. Apart from researches can also be conducted on organizational citizenship behaviour and counterproductive work behaviour. There is also a greater opportunity that such researches be conducted in other organizational settings.

### Reference

- Ajzen, I. (1991). The Theory of Planned Behavior. *Organizational Behavior and Human Decision Processes*.
- Ali, Nazim, Kakakhel, Shahid Jan, Rahman, Wali, Ahsan, A. (2014). Impact of human resource management practices on employee's outcomes. *Life Science Journal*, 11, 68–77.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization, 1–18.
- Arfan, S. (2013). *The influence of the macroeconomic variables and business environment on the foreign direct investment inflows in pakistan: the moderating role of political stability*. Universiti Utara Malaysia. Retrieved from <http://etd.uum.edu.my/3489/>
- Ariza-Montes, J. A., Muniz-R, N. M., Leal-Rodríguez, A. L., & Leal-Millán, A. G. (2014). Workplace bullying among managers: a multifactorial perspective and understanding. *International Journal of Environmental Research and Public Health*, 11(3), 2657–82. <https://doi.org/10.3390/ijerph110302657>
- Baeriswyl, S., Krause, A., & Schwaninger, A. (2016). Emotional Exhaustion and Job Satisfaction in Airport Security Officers – Work–Family Conflict as Mediator in the Job Demands–Resources Model. *Frontiers in Psychology*, 7, 663. <https://doi.org/10.3389/fpsyg.2016.00663>
- Barrick, M. R., & Mount, M. K. (1993). Autonomy as a moderator of the relationships between the Big Five personality dimensions and job performance. *Journal of Applied Psychology*, 78(1), 111–118. <https://doi.org/10.1037/0021-9010.78.1.111>
- Duan, X., Deng, H., & Corbitt, B. (2012). Article information: *International Journal of Public Sector Management*, 25(3), 166–191.
- Gattiker, U. E., & Larwood, L. (1986). Subjective Career Success: A Study of Managers and Support Personnel. *Journal of Business and Psychology*, 1(2), 78–94.
- Greenhaus, J. H., Parasuraman, S., & Wormley, W. M. (1990). Effects of Race on Organizational Experiences, Job Performance Evaluations, and Career Outcomes. *The Academy of Management Journal*, 33(1), 64–86. <https://doi.org/10.2307/256352>
- Junaid, Z. (2015). *The mediating effect of perceived employability on the relationship between protean career orientation, affective commitment, and subjective career success in Pakistan*. Universiti Utara Malaysia.
- Kameny, R. R., DeRosier, M. E., Taylor, L. C., McMillen, J. S., Knowles, M. M., & Pifer, K. (2013). Barriers to Career Success for Minority Researchers in the Behavioral Sciences. *Journal of Career Development*, 41(1), 43–61. <https://doi.org/10.1177/0894845312472254>
- Khalid, S., Zohaib Irshad, M., & Mahmood, B. (2012). Job Satisfaction among Academic Staff: A Comparative Analysis between Public and Private Sector Universities of Punjab, Pakistan. *International Journal of Business and Management*, 7(1), 126–136. <https://doi.org/10.5539/ijbm.v7n1p126>
- Meyer, J. P., & Allen, N. J. (2004). TCM Employee Commitment Survey Academic Users Guide 2004.
- Mohsin, B., Jianqiao, L., Zhang, Y.-J., Ghazanfar, F., Abrar, M., & Khan, M. M. (2011). The relationship between High Performance Work System, Organizational Commitment and demographic factors in public sector universities of. *Interdisciplinary Journal of Research in Business*, 1(August), 62–71.
- Moideenkutty, U., Al - Lamki, A., Sree Rama Murthy, Y., Al-Lamki, A., & Murthy, Y. S. R. (2011). HRM practices and organizational performance in Oman. *Personnel Review*, 40(2), 239–251. <https://doi.org/10.1108/00483481111106101>
- Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction,

- and organizational citizenship behavior in hospitality industry. *International Journal of Hospitality Management*, 29(1), 33–41. <https://doi.org/10.1016/j.ijhm.2009.05.001>
- Nazir, T., Khan, S., Shah, S. F. H., & Zaman, K. (2013). Impact of Rewards and Compensation on Job Satisfaction : Public and Private Universities of UK. *Middle-East Journal of Scientific Research*, 14(3), 394–403. <https://doi.org/10.5829/idosi.mejsr.2013.14.3.314>
- Quaisar, I. K., Khulida, K. Y., & Tan, F. Y. (2014). The Effect of Human Capital, Reward System and Career Commitment on Career Success: Mediating Role of Counterproductive Work Behaviour in Higher Education Sector of Pakistan. In *7th National Human Resource Management Conference* (pp. 14–19).
- Quaisar, I. K., Shukor, D. A. S., & Soffian, D. S. S. I. (2015). The influence of career planning and HRM practices on career success of faculty members in public sector universities of Pakistan. *Journal of Resources Development and Management*, 9, 68–75.
- Quaisar, I. K., Shukor, D. A. S., & Soffian, D. S. S. I. (2016a). Career Success and Organizational Justice as the Potential Predictors of Perceived University Performance : A Study from Public Sector Universities of Pakistan. *European Journal of Business and Management*, 8(16), 131–139.
- Quaisar, I. K., Shukor, D. A. S., & Soffian, D. S. S. I. (2016b). The mediatingEffect of career success on HRM practices and university Performance : A study from public sector universities of Pakistan. *Current Economics and Management Research*, 2(1), 1–8.
- Rahman, W., Shah, B., Sciences, A., Pakhtunkhwa, K., Development, E., & Performance, J. (2012). The Mediating Effects of Perceived Employee Development on the Relationships between Performance Appraisal and Job Performance in Public Universities of Khyber Pakhtunkhwa, Pakistan. *Business and Management Review*, 2(1), 11–26. Retrieved from [http://www.businessjournalz.org/articlepdf/BMR\\_2108u1.pdf](http://www.businessjournalz.org/articlepdf/BMR_2108u1.pdf)
- Raihan, J. M. H. (2012). *The mediating effect of organizational commitment and perceived organizational support on HRM practices and turnover intention: A study of private universities in Bangladesh*. Universiti Utara Malaysia.
- Seibert, S. E., Sargent, L. D., Maria, L. K., & Kiazad, K. (2016). Linking developmental experiences to leader effectiveness and promotability: self-efficacy and mentor network. *Personnel Psychology*, 1–41. <https://doi.org/10.1111/peps.12145>
- Spector, P. E. (2010). The relationship of personality to counterproductive work behavior (CWB): An integration of perspectives. *Human Resource Management Review*, 21(4), 342–352. <https://doi.org/10.1016/j.hrmr.2010.10.002>
- Spekle, R. F., & Verbeeten, F. (2014). The Use of Performance Measurement Systems in the Public Sector: Effects on Performance. *Management Accounting Research*, 25(2), 131–146. <https://doi.org/10.2139/ssrn.1162242>
- Strom, D. L., Sears, K. L., & Kelly, K. M. (2013). Work Engagement: The Roles of Organizational Justice and Leadership Style in Predicting Engagement Among Employees. *Journal of Leadership & Organizational Studies*, 21(1), 71–82. <https://doi.org/10.1177/1548051813485437>
- Tan, F. Y. (2010). *Career Planning, Individual's Personality Traits, HRM Practices as Determinants to Individual Career Success: The Role of Career Strategies as Mediator*. Universiti Utara Malaysia, Alor Setar.
- Zafar, S. S., Mohsin, B., Abrar, M., & Ghazanfar, F. (2014). Examining the Mediating Role of Employee Career Development in the Relationship between Learning Organization and Organizational Performance. *International Journal of Business and Behavioral Sciences*, 4(6), 55–69.
- Ajzen, I. (1991). The Theory of Planned Behavior. *Organizational Behavior and Human Decision Processes*.
- Ali, Nazim, Kakakhel, Shahid Jan, Rahman, Wali, Ahsan, A. (2014). Impact of human resource management practices on employee's outcomes. *Life Science Journal*, 11, 68–77.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective , continuance and normative commitment to the organization, 1–18.
- Arfan, S. (2013). *The influence of the macroeconomic variables and business environment on the foreign direct investment inflows in pakistan : the moderating role of political stability*. Universiti Utara Malaysia. Retrieved from <http://etd.uum.edu.my/3489/>
- Ariza-Montes, J. A., Muniz-R, N. M., Leal-Rodríguez, A. L., & Leal-Millán, A. G. (2014). Workplace bullying among managers: a multifactorial perspective and understanding. *International Journal of Environmental Research and Public Health*, 11(3), 2657–82. <https://doi.org/10.3390/ijerph110302657>
- Baeriswyl, S., Krause, A., & Schwaninger, A. (2016). Emotional Exhaustion and Job Satisfaction in Airport Security Officers – Work–Family Conflict as Mediator in the Job Demands–Resources Model. *Frontiers in Psychology*, 7, 663. <https://doi.org/10.3389/fpsyg.2016.00663>
- Barrick, M. R., & Mount, M. K. (1993). Autonomy as a moderator of the relationships between the Big Five personality dimensions and job performance. *Journal of Applied Psychology*, 78(1), 111–118.

- <https://doi.org/10.1037/0021-9010.78.1.111>
- Duan, X., Deng, H., & Corbitt, B. (2012). Article information : *International Journal of Public Sector Management*, 25(3), 166–191.
- Gattiker, U. E., & Larwood, L. (1986). Subjective Career Success: A Study of Managers and Support Personnel. *Journal of Business and Psychology*, 1(2), 78–94.
- Greenhaus, J. H., Parasuraman, S., & Wormley, W. M. (1990). Effects of Race on Organizational Experiences , Job Performance Evaluations , and Career Outcomes. *The Academy of Management Journal*, 33(1), 64–86. <https://doi.org/10.2307/256352>
- Junaid, Z. (2015). *The mediating effect of perceived employability on the relationship between protean career orientation , affective commitment , and subjective career success in Pakistan*. Universiti Utara Malaysia.
- Kameny, R. R., DeRosier, M. E., Taylor, L. C., McMillen, J. S., Knowles, M. M., & Pifer, K. (2013). Barriers to Career Success for Minority Researchers in the Behavioral Sciences. *Journal of Career Development*, 41(1), 43–61. <https://doi.org/10.1177/0894845312472254>
- Khalid, S., Zohaib Irshad, M., & Mahmood, B. (2012). Job Satisfaction among Academic Staff: A Comparative Analysis between Public and Private Sector Universities of Punjab, Pakistan. *International Journal of Business and Management*, 7(1), 126–136. <https://doi.org/10.5539/ijbm.v7n1p126>
- Meyer, J. P., & Allen, N. J. (2004). TCM Employee Commitment Survey Academic Users Guide 2004.
- Mohsin, B., Jianqiao, L., Zhang, Y.-J., Ghazanfar, F., Abrar, M., & Khan, M. M. (2011). The relationship between High Performance Work System , Organizational Commitment and demographic factors in public sector universities of. *Interdisciplinary Journal of Research in Business*, 1(August), 62–71.
- Moideenkutty, U., Al - Lamki, A., Sree Rama Murthy, Y., Al-Lamki, A., & Murthy, Y. S. R. (2011). HRM practices and organizational performance in Oman. *Personnel Review*, 40(2), 239–251. <https://doi.org/10.1108/00483481111106101>
- Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International Journal of Hospitality Management*, 29(1), 33–41. <https://doi.org/10.1016/j.ijhm.2009.05.001>
- Nazir, T., Khan, S., Shah, S. F. H., & Zaman, K. (2013). Impact of Rewards and Compensation on Job Satisfaction : Public and Private Universities of UK. *Middle-East Journal of Scientific Research*, 14(3), 394–403. <https://doi.org/10.5829/idosi.mejsr.2013.14.3.314>
- Quaisar, I. K., Khulida, K. Y., & Tan, F. Y. (2014). The Effect of Human Capital, Reward System and Career Commitment on Career Success: Mediating Role of Counterproductive Work Behaviour in Higher Education Sector of Pakistan. In *7th National Human Resource Management Conference* (pp. 14–19).
- Quaisar, I. K., Shukor, D. A. S., & Soffian, D. S. S. I. (2015). The influence of career planning and HRM practices on career success of faculty members in public sector universities of Pakistan. *Journal of Resources Development and Management*, 9, 68–75.
- Quaisar, I. K., Shukor, D. A. S., & Soffian, D. S. S. I. (2016a). Career Success and Organizational Justice as the Potential Predictors of Perceived University Performance : A Study from Public Sector Universities of Pakistan. *European Journal of Business and Management*, 8(16), 131–139.
- Quaisar, I. K., Shukor, D. A. S., & Soffian, D. S. S. I. (2016b). The mediatingEffect of career success on HRM practices and university Performance : A study from public sector universities of Pakistan. *Current Economics and Management Research*, 2(1), 1–8.
- Rahman, W., Shah, B., Sciences, A., Pakhtunkhwa, K., Development, E., & Performance, J. (2012). The Mediating Effects of Perceived Employee Development on the Relationships between Performance Appraisal and Job Performance in Public Universities of Khyber Pakhtunkhwa, Pakistan. *Business and Management Review*, 2(1), 11–26. Retrieved from [http://www.businessjournalz.org/articlepdf/BMR\\_2108u1.pdf](http://www.businessjournalz.org/articlepdf/BMR_2108u1.pdf)
- Raihan, J. M. H. (2012). *The mediating effect of organizational commitment and perceived organizational support on HRM practices and turnover intention: A study of private universities in Bangladesh*. Universiti Utara Malaysia.
- Seibert, S. E., Sargent, L. D., Maria, L. K., & Kiazad, K. (2016). Linking developmental experiences to leader effectiveness and promotability: self-efficacy and mentor network. *Personnel Psychology*, 1–41. <https://doi.org/10.1111/peps.12145>
- Spector, P. E. (2010). The relationship of personality to counterproductive work behavior (CWB): An integration of perspectives. *Human Resource Management Review*, 21(4), 342–352. <https://doi.org/10.1016/j.hrmr.2010.10.002>
- Spekle, R. F., & Verbeeten, F. (2014). The Use of Performance Measurement Systems in the Public Sector: Effects on Performance. *Management Accounting Research*, 25(2), 131–146. <https://doi.org/10.2139/ssrn.1162242>
- Strom, D. L., Sears, K. L., & Kelly, K. M. (2013). Work Engagement: The Roles of Organizational Justice and



- Leadership Style in Predicting Engagement Among Employees. *Journal of Leadership & Organizational Studies*, 21(1), 71–82. <https://doi.org/10.1177/1548051813485437>
- Tan, F. Y. (2010). *Career Planning, Individual's Personality Traits, HRM Practices as Determinants to Individual Career Success: The Role of Career Strategies as Mediator*. Universiti Utara Malaysia, Alore Setar.
- Zafar, S. S., Mohsin, B., Abrar, M., & Ghazanfar, F. (2014). Examining the Mediating Role of Employee Career Development in the Relationship between Learning Organization and Organizational Performance. *International Journal of Business and Behavioral Sciences*, 4(6), 55–69.