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Impact of HR Practices on job Satisfaction of University Teacher: Evidence from Universities in Pakistan

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Abstract

This study investigates the dynamic process through which HR practices (compensation practices, employee performance evaluation practices, promotion practices, empowerment practices) in universities influence individual's pattern of job satisfaction over the time. Self reported survey method was used to collect data form selected lecturers, associate professors, assistant professors and professors. Finally, sample of 100 participate in this activity in proportion to the percentage of each group in the population. Result of Study described that teacher satisfaction is not predicted by these set of HR practices so there are some other factor which effect satisfaction.

Keywords: HR Practices, Satisfaction, University Teachers, Pakistan

1. Introduction

Over the past few decades, academic researchers are focusing on work related behavior which is more critical for job as well organizational success like job satisfaction. Job satisfaction can be best describes as positive feelings about job. Theoretically, job satisfaction is best predictor of positive work related out come such as increased performance. If Employees are satisfied with their job, organization productivities and performance of employees will be increased and turnover of employees and absenteeism will be decreased.

Now we discuss job satisfaction in Education Sector (school, college and universities). If teachers are satisfied about their jobs consequently they show good Interest in teaching and provide quality education. If teachers are diligent in their teaching, their students will show competencies in many practical fields. So, Pakistan will become very stronger in Education sector. Human capital in developing country is the main predictor of an economy condition. If the people of a country are educated then they will increase the productivity of country. Human capital of a country is preeminent predictor of country competitiveness in global world.

2. Job Satisfaction

Research about job satisfaction focus on some factors that are considered to relate with satisfaction or dissatisfaction in the work environment and it examines the effect of human resource practices on job satisfaction. Studying the factor that affect job satisfaction the literature of current study referred to those factors that are very close to teacher turnover in universities that shows that dissatisfied teachers more likely to switch from there institutions (Hodson, 1989). This is also studied from previous research in other disciplined like management, Marketing and in organizational behavior shown that HR practices are primary indicator of job satisfaction to the work (Mottaz, 1985). In addition some time job satisfaction use as intervening variable (Singhal & Srivastva, 1982).

Particularly HR practices are more important component of work condition that influence the job satisfaction of teacher (Ssesanga & Garrett, 2005). With respect of HR practices in clearly explained about the behavior of top management that is supportive and encouraging in universities about rules, teacher learning, instructional practices, recognition and reward for good work and equal distribution of work load (Michalos, 1980). There is highly relationship between HR practices and teacher's perception in

universities culture (Luna-Arocas & Tang, 2004). In addition the behavior of students at school like learning behavior and student's interfere during lecture are also related to satisfaction (Schmidt, 2007). Previous research also studied about relationship between demographic and job satisfaction level increase with increase of time at work (Ahmed, 1999) which provide logical sense and research says that unsatisfied teacher are more like to quit the profession and therefore not to ready and build the future career in teaching. Interesting findings about job satisfaction relation with age except the teachers that are between 40 and 50 (Treambly, Rondeau & Lemelin, 1998). These teachers perceive low satisfaction in context of promotion prospect. A research of job satisfaction also explained about gender and shows that female employee shows high job satisfaction than male teachers and same observed in teaching profession (Brown & Hewood, 2005)

3. HR Practices

There are numerous HR practices than can be effect the employee performance. Taseem & Soeters (2006) has studied about eight HR practices and their relation with job satisfaction. These HR practices are recruitment and selection practices, placement practices, training practices, compensation practices, employee performance evaluation practices, promotion practices, empowerment and social security or pension. Huselid (1995) studied eleven practices that are personnel selection, performance appraisal, incentive compensation, job design, empower of decision, information sharing, attitude assessment, labor management participation, recruitment efforts, employee training and promotion criteria. Current study explains the relationship between four HR practices that are Compensation Practices, Promotion Practices, Performance Evaluation Practices and Empowerment Practices. In Pakistan per capita income is very low because it is developing country so that these are 4 factors are very important for employee's job satisfactions.

3.1 Compensation Practices

Frye (2004) study the relationship among the compensation practices and job satisfaction and examined the positive relationship among them. Previous study show that incentive pay strategies are means to improve the employee overall performance (Ichniowski, 1997). High performance at work has good relation among employee and institutions (Huselid, 1995). Tasema & Soeters explain that there is a positive relationship among compensation practices and job satisfaction. There is a need to examined the relationship between job satisfaction and compensation practices. After reviewing the above literature it can be expected that there is positive relationship with the satisfaction and there is need to examined in University teacher at Pakistan.

3.2 Promotion Practices

Tassema & Soeters (2006) found that there is a positive relationship among the promotion practices and employee perceived performance. Financially sound organizations like HP (Hewlett-Packard) use the promotion practices to develop their employees (Truss, 2001). There is need to examine the relationship among job satisfaction and promotion practice in universities. After reading the above literature it can be hypothesized that there is a positive relationship between job satisfaction and promotion practices among universities teachers of Pakistan.

3.3 Empowerment Practices

Designation without authority is like establishing much rules but no implementation of those rules (Mayfield & Mayer, 2006). Empowerment is one of HR practices that effect job satisfaction because every employee cannot be motivated with financial incentives. Some people are interested in authority and self actualization and they do not give more importance to the financial benefits but more like self respect. After carefully studying the literature it can be assumed that employee job satisfaction is correlated with job satisfaction in organizations. This relationship need to examine in Pakistan among university's teachers.

3.3 Performance Evaluation Practices

Evaluation of employee performance leads to improvement of productivity of organizations and helpful to monitor the performance (Brown & Hewood, 2005). Productivity and employee performance can be increased through the appraising the employee performance (Brown & Benson, 2003). Performance appraisal increase the commitment of teacher toward its function (Rahman, 2006). Performance appraisal can be more enhanced by the HRM practices like other human resources practices formal training and financial incentive leads to increase organization's productivity (Brown & Hewood, 2005). Above literature is enough to develop the assumption that there is positive relationship between performance evaluation practices and job satisfaction and there is need to be examining this relationship among universities teacher in Pakistan.

INSERT FIGURE 1 HERE

4. Hypothesis

H1: Compensation practices are significantly and positively related with Job Satisfaction of University teachers in Pakistan.

H2: Promotion practices are significantly and positively related with Job Satisfaction of University teachers in Pakistan.

H3: Empowerment practices are significantly and positively related with Job Satisfaction of University teachers in Pakistan.

H4: Performance evaluation practices are significantly and positively related with Job Satisfaction of University teachers in Pakistan.

5. Methodology

5.1 Sample

Universities are selected on the basis of convenience sampling from Bahawalnagar, Bahawalpur, Lahore, Multan and Islamabad because of geographical dispersion and large population so it is impossible to study whole the university. So a representative part is selected among those, which include both public sector and Private Sector University situated in Pakistan.

Individual participant i.e. teachers are selected on the basis of quota sampling. A sample of 100 teachers from different university is selected. It believes that lecturers, associate professors, assistant professors and professors have to participate in this survey in proportion to the percentage of each group in the population.

5.2 Instrument

We take four of human resource management practices consist on compensation practices, promotion practices, performance evaluation practices and empowerment practices. The reason is that these practices reflect the financial part of the whole HR practices

- Compensation practices: 6 item measure by Teseema & Soeters (2006)
- Performance evaluation practices: 6 item measure by Teseema & Soeters (2006)
- Promotion practices: 3 item measure by Teseema & Soeters (2006)
- Empowerment: 9 item scale developed by Tremblay (1997).
- Job satisfaction: 5 item measured by wright & cropanzano (1998).

5.3 Contribution

From Last two to three decades, numbers of researches have been conducted on university teacher's job satisfaction. The researchers focused only on the job satisfaction of the universities of Islamabad but no one focused on the job satisfaction of Universities teachers throughout the Pakistan. If the teachers of universities of Pakistan are satisfied then quality of education in Pakistan will be enhanced. Through this research we can compare satisfaction of the teachers who are working in Pakistan universities and which variables are more valuable to increase satisfaction in university's teacher. If we have done this, we can know that how we can increase the satisfaction of universities teachers of Pakistan. First we identify the variable which effecting the job satisfaction and then we apply practically to increase the job satisfaction of teachers.

5.4 Results

Table.1 explains that teachers are satisfied with there job where as compensation system of universities teachers are not good in Pakistan and teacher has neutral attitude about there pay. Universities teachers are satisfied with the promotion practices, empowerment practices and performance evaluation process of universities which is adopted now a day. Average deviation in job satisfaction is high we can say teacher which we are selected in our study has a lot of variation about their job out of them some are highly satisfied and some has negative attitude towards satisfaction of their job.

INSERT TABLE 1 HERE

Compensation system, promotion practices and performance evaluation process of teachers have highly variation in their attitude. Cronbach's alpha of all instruments are above .7 which is indicator of that our instrument to measure these qualitative variable is standardized. Correlation matrix of our studied variable gives the detail of that all the independent variable in our study is positively related with job satisfaction but out of them empowerment practice is significantly correlated with Job satisfaction.

INSERT TABLE 2 HERE

Table.2 explained the intensity of relationship between independent and dependent variable. Average satisfaction of teachers is neutral and employee compensation package will cause to increase the satisfaction of teachers but it is insignificant. Promotion practice of employee is positively predicting the satisfaction but it is also insignificant in our study. Empowerment of employee highly influences the satisfaction and predicts it in positively but it is insignificant in our study. Performance evaluation practice is negatively related with satisfaction but it is also significant. R-square of our study is .139 which means dependent variable have influenced only 13.9% on satisfaction or we can say 13.9% changes in satisfaction

of teachers occur due to change in compensation, promotion, empowerment & performance evaluation practices.

6. Conclusion

This study provides an insight account into the fact of human resource management practices carried out in public and private sector universities in Pakistan. These practices are considered to be very effective in retaining the valuable human capital. The results of present study suggest that newly haired teachers were more satisfied as compared to old teachers. The teachers were satisfied with job itself, Compensation Practice and Empowerment Practice, whereas dissatisfied with Promotion Practice and Performance Evaluation Practices. If universities will provide better pay and promotion opportunities for their teachers as a result teacher will become more satisfied with their job. These results force us to investigate this in more detail and provide a direction for future research.

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Table.1 Mean, Standard Deviation, Reliability Analysis, Correlation Matrix.

	Mean	Std. Deviation	Cronbach's Alpha	J_S	C_P	P_P	E_P	P_E_P
J_S	3.4936	0.747	0.804	1				
C_P	2.8191	0.84401	0.91	.337	1			
P_P	3.1277	0.82694	0.776	0.25	.546(**)	1		
E_P	3.104	0.71462	0.855	.295(*)	.482(**)	.405(**)	1	
P_E_P	3.2128	0.66367	0.736	0.228	.504(**)	.438(**)	.543(**)	1

Where J_S = Job Satisfaction, C_P = Compensation Practice, P_P = Promotion Practice, E_P = Empowerment Practice, P_E_P = Performance Evaluation Practices

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Table.2 Regression Analysis

	Co-Efficient	Significance	R Square
Constant	2.233	0.001	0.139
C_P	0.199	0.236	
P_P	0.056	0.728	
E_P	0.17	0.37	
P_E_P	-0.001	0.997	

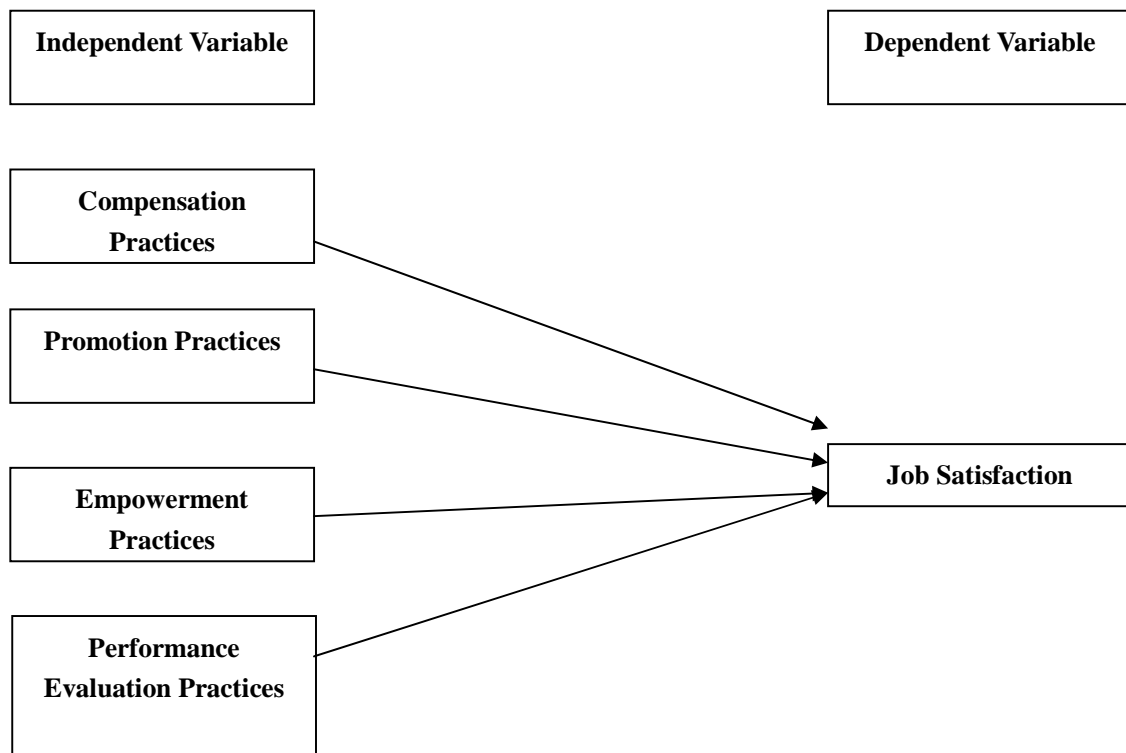
Where J_S = Job Satisfaction, C_P = Compensation Practice, P_P = Promotion Practice, E_P = Empowerment Practice, P_E_P = Performance Evaluation Practices

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Figure 1

Theoretical Framework



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