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**DETERMINANTS OF PERCEIVED UNIVERSITY
PERFORMANCE AMONG PUBLIC-SECTOR
UNIVERSITIES OF PAKISTAN**



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UUM
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
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JULY 2019**

THE DETERMINANTS OF PERCEIVED UNIVERSITY
PERFORMANCE AMONG PUBLIC-SECTOR UNIVERSITIES OF
PAKISTAN

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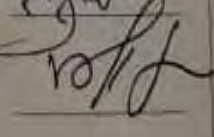
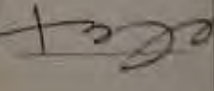
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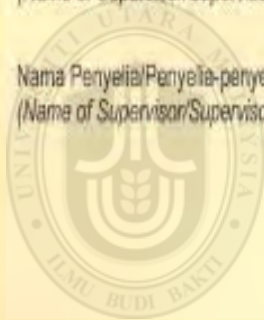
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Tandatangan


Tandatangan

Abstract

Universities are the symbol of prestige for nations. The performance of the universities depends upon on the faculty members' qualification and their potential contribution towards knowledge. Human resource management practices are designed to enhance individuals' performance; who have different inbuilt personality traits, to achieve organizational goals with organizational justice. Whereas, the employees in any organization are termed as the dynamic asset for contributing towards institutional performance. Therefore, career success of the faculty members was taken in this study as mediating variable. For hauling the research study, academicians were chosen from Pakistan's public-sector universities. Whereas, to support the conceptual framework, the researcher has applied the Theory of Dynamic Capabilities as the underpinning theory. For sampling purposes, proportionate stratified sampling was adapted; random sampling was used to select the academics within each stratum. The questionnaire was distributed among individuals personally; response rate remained 59 percent. Afterword, data were cleaned for missing values, outliers, aberrant values and tested for normality, reliability and validity. Hypotheses were tested by applying partial least squares - structural equation modelling technique through statistical software SMART PLS registered version 3.2.6. The researcher found statistically significant relationships between (i) personality traits and perceived university performance, (ii) HRM practices with perceived university performance, (iii) organizational justice with perceived university performance, (iv) career success with perceived university performance, (v) personality traits with career success, (vi) HRM practices with career success and (vii) organizational justice with career success. However, the partial mediation of career success was observed between (viii) personality traits and perceived university performance, (ix) HRM practices and perceived university performance, (x) organizational justice and perceived university performance. The construct in the context of Pakistan in amongst the preliminary studies. The findings will be helpful for higher education commission of Pakistan for designing strategies.

Keywords: Perceived University Performance, Career Success, Personality Traits, Human Resource Management Practices and Organizational Justice.

Abstrak

Universiti adalah lambang prestij bagi negara. Prestasi universiti bergantung kepada kelayakan anggota fakulti dan sumbangan mereka yang berpotensi untuk pengetahuan. Amalan pengurusan sumber manusia direka untuk mempercepatkan prestasi individu; Yang mempunyai ciri personaliti yang berbeza, untuk mencapai matlamat organisasi dengan keadilan organisasi. Manakala, pekerja dalam mana-mana organisasi disebut sebagai aset dinamik untuk menyumbang ke arah prestasi institusi. Oleh itu, kejayaan kerjaya anggota fakulti telah diambil dalam kajian ini sebagai pemboleh ubah pengantara. Untuk mengangkut kajian penyelidikan, ahli akademik dipilih dari universiti awam di Pakistan. Manakala, untuk menyokong rangka kerja konseptual, penyelidik telah menggunakan teori keupayaan dinamik sebagai teori pendorong. Untuk tujuan pensampelan, pensampelan berstrata berkadar telah disesuaikan; Pensampelan rawak digunakan untuk memilih ahli akademik dalam setiap lapisan. Soal selidik diedarkan di kalangan individu secara peribadi; Kadar tindak balas kekal 59 peratus. Setelah itu, data dibersihkan untuk nilai yang hilang, mengatasi, menyimpang nilai dan diuji untuk normal, kebolehpercayaan dan kesahan. Hipotesis diuji dengan menggunakan petak paling sedikit separa - teknik pemodelan persamaan struktur melalui perisian statistik SMART PLS berdaftar versi 3.2.6. Penyelidik mendapati hubungan yang signifikan secara statistik antara (i) ciri-ciri personaliti dan prestasi universiti, (ii) amalan HRM dengan prestasi universiti, (iii) keadilan organisasi dengan prestasi universiti, (iv) kejayaan kerjaya dengan prestasi universiti, (v) personaliti dengan kejayaan kerjaya, (vi) amalan HRM dengan kejayaan kerjaya dan (vii) keadilan organisasi dengan kejayaan kerjaya. Walau bagaimanapun, pengantaraan separa kejayaan kerjaya telah diperhatikan antara (viii) personaliti dan prestasi universiti, (ix) amalan HRM dan prestasi universiti, (x) keadilan organisasi dan prestasi universiti. Kajian ini adalah antara kajian perintis di universiti sektor awam Pakistan. Kajian ini memberi tumpuan kepada peranan perantara bagi kejayaan kerjaya antara ciri-ciri personaliti. Amalan HRM, keadilan organisasi dan prestasi universiti sektor awam di Pakistan. Satu kajian pertama yang mewujudkan hubungan berdasarkan kejayaan kerjaya dan bukannya kepuasan kerja dan hubungannya dengan prestasi universiti.

Kata kunci: prestasi universiti, kejayaan kerjaya, ciri-ciri personaliti, amalan HRM dan keadilan organisasi.

Table of Contents

Certification of Thesis.....	iii
Abstract.....	v
Abstrak.....	vi
CHAPTER ONE INTRODUCTION	1
1.1 Background of Study.....	1
1.2 Problem Statement.....	12
1.3 Research Questions	20
1.4 Research Objectives	20
1.5 Scope of the Study.....	21
1.6 Significance of the Study.....	22
1.6.1 Theoretical Perspective:.....	22
1.6.2 Practical Implications:	23
1.7 Definitions of Key Terms	24
1.7.1 Perceived University Performance	24
1.7.2 Career Success	25
1.7.3 Personality Traits	25
1.7.4 Human Resources Management Practices	25
1.7.5 Organizational Justice.....	25
1.8 Conclusion.....	26
CHAPTER TWO LITERATURE REVIEW	27
2.1 Introduction:	27
2.2 Definition and conceptualization of variables.....	27
2.2.1 Perceived University Performance	27
2.2.2 Career Success	49
2.2.3 Personality Traits	62
2.2.4 Human Resource Management Practices	70
2.2.5 Organizational Justice:.....	78
2.3 Gaps in Literature	80
2.4 Under pinning theories	84
2.4.1 Dynamic Capabilities Theory	84

2.4.2	System Theory	86
2.4.3	Goal Setting Theory.....	91
2.4.4	Social Cognitive Career Theory	92
2.5	Conclusion	92

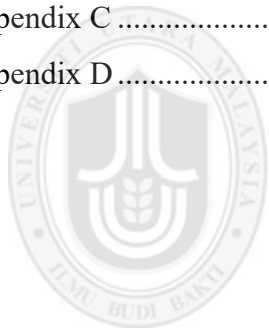
CHAPTER THREE METHODOLOGY 94

3.1	Introduction	94
3.2	Theoretical Framework.....	94
3.2.1	Theoretical Explanations:	96
3.3	Research Paradigm	97
3.4	Hypotheses development.....	99
3.4.1	Personality traits and Perceived University Performance.....	100
3.4.2	HRM practices and Perceived University Performance	103
3.4.3	Organizational justice and Perceived University Performance	107
3.4.4	Career success and Perceived University Performance	109
3.4.5	Personality traits and career success	110
3.4.6	HRM practices and career success.....	112
3.4.7	Organizational justice and career success.....	115
3.4.8	Personality traits, career success and Perceived University Performance	117
3.4.9	HRM practices, career success and Perceived University Performance	120
3.4.10	Organizational justice, career success and Perceived University Performance	121
3.5	Operational Definitions	123
3.5.1	Career Success	124
3.5.2	Personality Traits	124
3.5.3	Human Resources Management Practices	125
3.5.4	Organizational Justice.....	126
3.5.5	Perceived University Performance	127
3.6	Measurement of Variables.....	127
3.6.1	Personality Traits:	127
3.6.2	HRM Practices	129
3.6.3	Organizational Justice.....	130

3.6.4	Career Success	132
3.6.5	Perceived university performance:	133
3.7	Research Design	134
3.8	Sampling.....	140
3.8.1	Sampling Technique	144
3.9	Data Collection Procedure.....	145
3.10	Techniques of Data Collection and Data Analysis.....	145
3.11	Pilot Study	148
3.12	Conclusion.....	153
 CHAPTER FOUR RESULTS.....		154
4.1	Introduction.....	154
4.2	Response Rate	154
4.3	Data Screening and Preliminary Analysis	155
4.3.1	Missing Values Analysis	155
4.3.2	Assessment of Outliers	156
4.3.3	Descriptive Statistics and Normality Tests.....	157
4.3.4	Multicollinearity Test	157
4.3.4	Aberrant Values.....	159
4.4	Common Method Bias (CMB).....	160
4.4.1	Procedural Remedies	160
4.4.2	Confidentiality	160
4.4.3	Statistical Remedies.....	161
4.4.4	Herman single factor test.....	161
4.5	Demographic Profile of the Respondents	162
4.6	Descriptive Analysis of the Latent Constructs.....	164
4.7	Assessment of Measurement Model	166
4.7.1	Individual Item Reliability	167
4.7.2	Internal Consistency Reliability	167
4.7.3	Convergent Validity	169
4.7.4	Discriminant Validity.....	169
4.9	Hypothesis Testing.....	171

4.9.1	H8: Mediating effect of career success between personality traits and Perceived University Performance	173
4.9.2	H9: Mediating effect of Career Success between HRM Practices and Perceived University Performance	177
4.9.3	H10: The Mediating effect of career success between organizational justice and Perceived University Performance	181
4.10	Summery	185
CHAPTER FIVE DISCUSSION		187
5.1	Introduction	187
5.2	Recapitulation of the Study's Findings	187
5.3	Discussion	190
5.3.1	Do individual's personality traits, HRM practices, organizational justice and career success have relationship with perceived university performance?	190
5.3.1.1	The relationship between personality traits and Perceived University Performance	191
5.3.1.2	The relationship between HRM practices and Perceived University Performance	192
5.3.1.3	The relationship between organizational justice and Perceived University Performance	193
5.3.1.4	The relationship of career success with perceived university performance	195
5.3.2	Do individual's personality traits, HRM practices and organizational justice have relationship with career success?.....	196
5.3.2.1	The association of Personality traits and career success.....	196
5.3.2.2	The association of HRM practices and career success	198
5.3.2.3	The relationship of organizational justice and career success	200
5.3.3	The mediating relationship of Career success among individuals' personality traits, HRM practices, organizational justice and Perceived University Performance?	202
5.3.3.1	The mediating relationship of career success between personality traits and Perceived University Performance.....	203
5.3.3.2	The mediating relationship of career success between HRM practices and Perceived University Performance.....	203
5.3.3.3	The mediating relationship of career success between organizational justice and Perceived University Performance	203

5.3.4	Theoretical Implications	204
5.3.4.1	Additional Empirical Evidence in the domain of dynamic capabilities theory:	204
5.3.4.2	Additional Empirical Evidence in the Domain of Social Cognitive Career Theory	206
5.3.4.3	Additional Empirical Evidence in the Goal Setting Theory	206
5.3.5	Practical Implications	207
5.3.6	Methodological Implications	208
5.3.7	Limitations and Future Research Directions	209
5.4	Conclusion	211
References:		212
Appendix A		245
Appendix B		254
Appendix C		257
Appendix D		260



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List of Tables

Table 2.1 Personality Traits and other variables studies in preceding studies.....	66
Table 3.1 Definition of personality traits and dimensions.....	128
Table 3.2 No. of Universities in Pakistan on the bases of Provinces & Chartered..	141
Table 3.3 Universities/DAIs chartered by Government of the Punjab	142
Table 3.4 Changes Based on Recommendation.....	150
Table 3.5 Results of reliability analysis (Pilot Study).....	151
Table 3.6 Comparative analysis of the reliability of items from the previous relevant studies	152
Table 4.1 Response rate from 27 public sector universities of Pakistan.....	155
Table 4.2 Missing Value found in data	156
Table 4.3 Correlation matrix of the exogenous latent constructs.....	158
Table 4.4 Collinearity Statistics and Conditional Index	159
Table 4.5 Herman Single Factor Test	161
Table 4.6 Demographic Characteristics of the Respondents	162
Table 4.7 Descriptive Statistics for Latent Variables.....	164
Table 4.8 Individual Item Reliability	168
Table 4.9 Discriminant Validity.....	170
Table 4.10 Hypothesis Testing and Results of T-Statistics	172

List of Figures

Figure 1.1 Total Fulltime Faculty members and PhD Faculty members in Pakistan's HEIs	17
Figure 2.1 System Theory	87
Figure 2.2 Higher Education Institutions of Pakistan as system.....	90
Figure 3.1 Research Framework	95
Figure 3.2 Conceptual Framework.....	97
Figure 4.1 A Two-Step Process of PLS Path Model Assessment.....	166
Figure 4.2 Measurement Model	166
Figure 4.3 Structural Equation Modeling	171
Figure 4.4 Mediating effect of career success between personality traits and perceived university performance	173
Figure 4.5 Mediating effect of career success between HRM practices and Perceived University Performance	177
Figure 4.6 Mediating effect of career success between organizational justice and Perceived University Performance	182

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Islam instructs Muslims for learning knowledge and its application to enhance and generate knowledge. In accordance to Holy Quran, man is the vicegerent of Allah Almighty on the earth because of knowledge. Man is superlative over the all other creatures. Allah Almighty pronounced in the Holy Quran (2:30-33), When the suitability of Adam was questioned by angels for representation; Allah cited Adam 's knowledge to convince them (Khalid, Rehman, & Ilyas, 2014) .

Therefore, human capital of any organization is the source of survival and competitiveness and deemed as an important asset to contribute towards its development and accomplishment (Danish & Usman, 2010). Whereas, the current era has been characterized by swift and unceasing transformation, knowledge capital might not be reserved by the organizations for being creative and reactive to the requirements of the stakeholders. Likewise, universities as training and research institutions need to attract, retain and develop their employees to participate in the institutional progress (Khan, Shamsudin, & Ismail, 2016^b).

In accordance to Lew (2009) the employees contribute much cherished strategic role to refine the major areas such as quality of research, faculty's academic reputation, quality of the academic programs, research contribution for the society, graduates' preparation and preparing leaders for tomorrow. Purposefully, to follow international standards many universities are striving for excellence through strategizing its

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Appendix A

01	I am satisfied with the success I have achieved in my career.
02	I am satisfied with the progress I have made toward meeting my overall career goals.
03	I am satisfied with the progress I have made toward meeting my goals for income.
04	I am satisfied with the progress I have made toward meeting my goals for advancement.
05	I am satisfied with the progress I have made toward meeting my goals for the development of new skills.
06	My university has strong national and international linkages
07	My university has strong marketing and branding capabilities
08	My university produces scholarly publications and citations
09	My university invests a lot of funds in research and development
10	My university has adequate and best infrastructure and facilities compared to the competitors
11	My university has good reputation to attract students
12	All the programs offered by my university are accredited with professional bodies
13	My university introduces new executive and professional development programs
14	My university produces globally marketable and outstanding graduates as compared to the other universities
15	My university has reputable international ranking among universities
16	My university has international postgraduate's students more than its local competitors
17	I like to attend parties.
18	I do not talk a lot.
19	I feel comfortable around people.
20	I keep in background.
21	I start conversation.
22	I have little to say
23	I talk to a lot of different people at parties.
24	I do not like to draw attention to myself.
25	I do not mind being center of attention.
26	I am quiet around strangers.
27	I sympathize with other's feelings.
28	I am interested in people
29	I insult people
30	I feel little concerned for others
31	I am not interested in other people's problem.
32	I have soft heart
33	I am not interested in others
34	I take time out for others.
35	I feel other's emotions.
36	I make people feel at ease.
37	I often forget to put things back in their proper place.
38	I leave my belongings around.
39	I pay attention to details.
40	I always make mess of things.
41	I get chores done right way.
42	I am always prepared.
43	I like order.
44	I shirk my duties
45	I follow a schedule.

46	I am exacting in my work.
47	I got stressed out easily.
48	I am relaxed most of the time.
49	I always worry about things
50	I seldom feel sad.
51	I disturbed easily.am easily disturbed.
52	I get upset easily.
53	I change mood a lot.
54	I have frequent mood swings.
55	I get irritated easily.
56	I often feel sad.
57	I do not have a good imagination
58	I have difficulty in understanding abstract ideas.
59	I have vivid imagination.
60	I am not interested in abstract ideas.
61	I have excellent ideas.
62	I have rich vocabulary.
63	I am quick in understanding things.
64	I use difficult words.
65	I spend time reflecting on things
66	I am full of ideas.
67	I can stay in the institution for as long as I wish
68	It is difficult to dismiss faculty member from this institution
69	Job security is almost guaranteed to faculty members in this institution
70	I am allowed to decide how to go about getting my job done methods to use
71	I have control over the scheduling of my work
72	My job allows me to decide when to do work task
73	My job allows me to modify the job evaluation system
74	I am able to modify objectives of my job. what my job objectives are
75	Working conditions at my institution are good
76	My health has not suffered as a result of working for this institution
77	I always feel safe working here in these conditions
78	This institution does everything to ensure the well-being of its faculty member
79	Individual faculty member has clear career paths within the institution.
80	Individual faculty member has little prospect within this institution
81	Faculty members' career aspirations within the institution are known by their immediate supervisors (Chairpersons)
82	Faculty members who desire promotion have more than one potential position they could be promoted to.
83	There is attractive compensation at my institution.
84	There is equitable internal salary system at my institution.
85	The Salary at my institution reflects individual faculty performance
86	The salary at my institution encourages better performance
87	The salary at my institution reflects the standard of living
88	My institution provides extensive training for faculty development
89	My institution provides developmental training programs for faculty every few years.
90	In my institution, there is formal developmental training to teach new faculty members the skills they need to perform their jobs
91	My institution provides formal developmental training to faculty members in order to increase their promote-ability in this institution

92	My institution's performance appraisals are based on specific objectives.
93	My institution has provided enough information regarding specific methods of the performance evaluation systems.
94	I am allowed to formally communicate with supervisors (Chairperson, Dean, and Registrar) regarding the appraisal results.
95	I am able to express my views and feelings during the official procedures
96	I have influence over the (outcome) arrived at by the procedures
97	The procedures are applied consistently
98	The procedures are free of bias
99	The procedures are based on accurate information
100	I am able to appeal against the (outcome) arrived at by the procedures
101	The procedures support ethical and moral standards
102	The (outcome) reflect the effort I have put into my work
103	My (outcome) appropriate for the work I have completed
104	My (outcome) reflect what I have contributed to the organization
105	My (outcome) justified, given my performance



UUM
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Respected Participant,

السَّلَامُ عَلَيْكُمْ وَرَحْمَةُ اللَّهِ وَبَرَكَاتُهُ

The purpose of the attached survey is to understand the Human Resource Management Practices, Organizational Justice and Personality Traits in the higher educational institutions in the public sector of Pakistan. There are few statements given in this survey which you are requested to answer. This questionnaire is designed to assess your perception of your institution's practices, and the extent to which it affects your attitude, behaviour at work and overall university performance.

There is no wrong or right answer in this survey. All your answers will reflect your opinion about the current practices being adopted by your institution and your satisfaction from these practices at work. The individual response to this survey will be kept **CONFIDENTIAL** and will not be disclosed. Your institution will not have any access to the information you have provided here in. No reference will be made in written or oral materials that could link you to this study. Only grouped data will be reported in the results.

Kindly read carefully the instructions at the beginning of each section and answer all the statements as accurately as possible. Your time and cooperation will be greatly appreciated. Please spare your few minutes from precious time to fill out this survey questionnaire.

Thanks, in anticipation for taking time to complete this survey.

Faithfully Yours,



Quaisar Ijaz Khan
Lecturer,
College of Commerce,
GC University Faisalabad.
Cont. #: +60165448196
Email: qaisar@gcuf.edu.pk

SURVEY FORM

Dear Respondent,

Your cooperation regarding this survey is valuable to complete this study. This is an academic study and the data will be kept confidential. ***There is no correct or incorrect answer for each question.*** The answers are anchored by **strongly agree if your opinion is closest** to the statement and **strongly disagree if your opinion is against the statement.**

Please indicate for each of the following statements to what degree you participate in managing the patient's treatment/cure...	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am satisfied with the success I have achieved in my career.	1	2	3	4	5
I am satisfied with the progress I have made toward meeting my overall career goals.	1	2	3	4	5
I am satisfied with the progress I have made toward meeting my goals for income.	1	2	3	4	5
I am satisfied with the progress I have made toward meeting my goals for advancement.	1	2	3	4	5
I am satisfied with the progress I have made toward meeting my goals for the development of new skills.	1	2	3	4	5
My university has strong national and international linkages	1	2	3	4	5
My university has strong marketing and branding capabilities	1	2	3	4	5
My university produces scholarly publications and citations	1	2	3	4	5
My university invests a lot of funds in research and development	1	2	3	4	5
My university has adequate and best infrastructure and facilities compared to the competitors	1	2	3	4	5
My university has good reputation to attract students	1	2	3	4	5
All the programs offered by my university are accredited with professional bodies	1	2	3	4	5
My university introduces new executive and professional development programs	1	2	3	4	5
My university produces globally marketable and outstanding graduates as compared to the other universities	1	2	3	4	5
My university has reputable international ranking among universities	1	2	3	4	5
My university has international postgraduates' students more than its local competitors	1	2	3	4	5
I like to attend parties.	1	2	3	4	5
I do not talk a lot.	1	2	3	4	5
I feel comfortable around people.	1	2	3	4	5

I keep in background.	1	2	3	4	5
I start conversation.	1	2	3	4	5
I have little to say	1	2	3	4	5
I talk to a lot of different people at parties.	1	2	3	4	5
I do not like to draw attention to myself.	1	2	3	4	5
I do not mind being center of attention.	1	2	3	4	5
I am quiet around strangers.	1	2	3	4	5
I sympathize with other's feelings.	1	2	3	4	5
I am interested in people	1	2	3	4	5
I insult people	1	2	3	4	5
I feel little concerned for others	1	2	3	4	5
I am not interested in other people's problem.	1	2	3	4	5
I have soft heart	1	2	3	4	5
I am not interested in others	1	2	3	4	5
I take time out for others.	1	2	3	4	5
I feel other's emotions.	1	2	3	4	5
I make people feel at ease.	1	2	3	4	5
I often forget to put things back in their proper place.	1	2	3	4	5
I leave my belongings around.	1	2	3	4	5
I pay attention to details.	1	2	3	4	5
I always make mess of things.	1	2	3	4	5
I get chores done right way.	1	2	3	4	5
I am always prepared.	1	2	3	4	5
I like order.	1	2	3	4	5
I shirk my duties	1	2	3	4	5
I follow a schedule.	1	2	3	4	5
I am exacting in my work.	1	2	3	4	5
I got stressed out easily.	1	2	3	4	5
I am relaxed most of the time.	1	2	3	4	5
I always worry about things	1	2	3	4	5
I seldom feel sad.	1	2	3	4	5

I disturbed easily.am easily disturbed.	1	2	3	4	5
I get upset easily.	1	2	3	4	5
I change mood a lot.	1	2	3	4	5
I have frequent mood swings.	1	2	3	4	5
I get irritated easily.	1	2	3	4	5
I often feel sad.	1	2	3	4	5
I do not have a good imagination	1	2	3	4	5
I have difficulty in understanding abstract ideas.	1	2	3	4	5
I have vivid imagination.	1	2	3	4	5
I am not interested in abstract ideas.	1	2	3	4	5
I have excellent ideas.	1	2	3	4	5
I have rich vocabulary.	1	2	3	4	5
I am quick in understanding things.	1	2	3	4	5
I use difficult words.	1	2	3	4	5
I spend time reflecting on things	1	2	3	4	5
I am full of ideas.	1	2	3	4	5
I can stay in the institution for as long as I wish	1	2	3	4	5
It is difficult to dismiss faculty member from this institution	1	2	3	4	5
Job security is almost guaranteed to faculty members in this institution	1	2	3	4	5
I am allowed to decide how to go about getting my job done methods to use	1	2	3	4	5
I have control over the scheduling of my work	1	2	3	4	5
My job allows me to decide when to do work task	1	2	3	4	5
My job allows me to modify the job evaluation system	1	2	3	4	5
I am able to modify objectives of my job. what my job objectives are	1	2	3	4	5
Working conditions at my institution are good	1	2	3	4	5
My health has not suffered as a result of working for this institution	1	2	3	4	5
I always feel safe working here in these conditions	1	2	3	4	5
This institution does everything to ensure the well-being of its faculty member	1	2	3	4	5
Individual faculty member has clear career paths within the institution.	1	2	3	4	5
Individual faculty member has little prospect within this institution	1	2	3	4	5
Faculty members' career aspirations within the institution are known by their immediate supervisors (Chairpersons)	1	2	3	4	5

Faculty members who desire promotion have more than one potential position they could be promoted to.	1	2	3	4	5
There is attractive compensation at my institution.	1	2	3	4	5
There is equitable internal salary system at my institution.	1	2	3	4	5
The Salary at my institution reflects individual faculty performance	1	2	3	4	5
The salary at my institution encourages better performance	1	2	3	4	5
The salary at my institution reflects the standard of living	1	2	3	4	5
My institution provides extensive training for faculty development	1	2	3	4	5
My institution provides developmental training programs for faculty every few years.	1	2	3	4	5
In my institution, there is formal developmental training to teach new faculty members the skills they need to perform their jobs	1	2	3	4	5
My institution provides formal developmental training to faculty members in order to increase their promote-ability in this institution	1	2	3	4	5
My institution's performance appraisals are based on specific objectives.	1	2	3	4	5
My institution has provided enough information regarding specific methods of the performance evaluation systems.	1	2	3	4	5
I am allowed to formally communicate with supervisors (Chairperson, Dean, and Registrar) regarding the appraisal results.	1	2	3	4	5
I am able to express my views and feelings during the official procedures	1	2	3	4	5
I have influence over the (outcome) arrived at by the procedures	1	2	3	4	5
The procedures are applied consistently	1	2	3	4	5
The procedures are free of bias	1	2	3	4	5
The procedures are based on accurate information	1	2	3	4	5
I am able to appeal against the (outcome) arrived at by the procedures	1	2	3	4	5
The procedures support ethical and moral standards	1	2	3	4	5
The (outcome) reflect the effort I have put into my work	1	2	3	4	5
My (outcome) appropriate for the work I have completed	1	2	3	4	5
My (outcome) reflect what I have contributed to the organization	1	2	3	4	5
My (outcome) justified, given my performance	1	2	3	4	5

☺Thanks You☺

Appendix - B

Table: 4.3

Descriptive Statistics (After excluding multivariate outliers)

	N	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
CS1	265	3.84	1.055	-.957	.150	.462	.298
CS2	265	3.72	.976	-.842	.150	.329	.298
CS3	265	3.47	1.025	-.439	.150	-.337	.298
CS4	265	3.56	.998	-.640	.150	-.059	.298
CS5	265	3.58	.974	-.441	.150	-.236	.298
UP1	265	3.26	1.213	-.170	.150	-.893	.298
UP2	265	2.92	1.168	.022	.150	-.907	.298
UP3	265	3.42	1.085	-.311	.150	-.717	.298
UP4	265	2.88	1.186	.192	.150	-.803	.298
UP5	265	3.05	1.227	-.126	.150	-.905	.298
UP6	265	3.49	1.010	-.607	.150	-.104	.298
UP7	265	3.73	1.076	-.579	.150	-.447	.298
UP8	265	3.35	1.053	-.229	.150	-.571	.298
UP9	265	3.22	1.130	-.267	.150	-.716	.298
UP10	265	2.88	1.262	.150	.150	-.970	.298
UP11	265	2.51	1.314	.444	.150	-.942	.298
EMO1	265	3.22	1.099	-.287	.150	-.601	.298
EMO2	265	3.01	1.136	-.085	.150	-.901	.298
EMO3	265	3.64	.890	-.552	.150	.290	.298
EMO4	265	2.90	1.029	.054	.150	-.559	.298
EMO5	265	3.39	.978	-.311	.150	-.357	.298
EMO6	265	2.68	1.061	.261	.150	-.690	.298
EMO7	265	3.11	1.038	-.150	.150	-.560	.298
EMO8	265	3.18	1.016	-.187	.150	-.499	.298
EMO9	265	3.36	.953	-.285	.150	-.359	.298
EMO10	265	3.12	1.079	-.114	.150	-.693	.298
EXT1	265	3.97	.745	-.883	.150	2.095	.298
EXT2	265	3.52	1.010	-.526	.150	-.045	.298
EXT3	265	1.40	.818	2.510	.150	6.502	.298
EXT4	265	2.50	1.211	.324	.150	-1.039	.298
EXT5	265	2.19	1.120	.749	.150	-.249	.298
EXT6	265	4.01	1.006	-1.104	.150	.937	.298
EXT7	265	2.36	1.140	.560	.150	-.577	.298
EXT8	265	3.63	.835	-.580	.150	.554	.298
EXT9	265	3.94	.754	-.595	.150	.422	.298
EXT10	265	3.99	.759	-.721	.150	.957	.298
CON1	265	2.57	1.286	.416	.150	-.924	.298
CON2	265	2.57	1.212	.343	.150	-.960	.298
CON3	265	3.72	.982	-.687	.150	.156	.298
CON4	265	2.27	1.090	.453	.150	-.676	.298
CON5	265	3.35	.893	-.234	.150	.103	.298
CON6	265	3.59	.875	-.496	.150	.130	.298
CON7	265	3.44	1.180	-.473	.150	-.695	.298

CON8	265	2.45	1.030	.254	.150	-.568	.298
CON9	265	3.94	.849	-.976	.150	1.593	.298
CON10	265	3.78	.773	-.579	.150	.515	.298
OPE1	265	2.96	1.038	-.132	.150	-.751	.298
OPE2	265	3.35	.977	-.305	.150	-.517	.298
OPE3	265	3.13	1.060	-.164	.150	-.759	.298
OPE4	265	2.88	.961	.099	.150	-.436	.298
OPE5	265	2.62	1.056	.394	.150	-.619	.298
OPE6	265	2.62	1.064	.287	.150	-.812	.298
OPE7	265	2.64	.998	.253	.150	-.399	.298
OPE8	265	2.47	1.065	.327	.150	-.595	.298
OPE9	265	2.50	1.057	.358	.150	-.734	.298
OPE10	265	2.44	1.060	.467	.150	-.509	.298
AGR1	265	2.10	.952	.869	.150	.529	.298
AGR2	265	2.28	.991	.530	.150	-.319	.298
AGR3	265	3.06	.981	-.322	.150	-.303	.298
AGR4	265	2.40	.983	.469	.150	-.321	.298
AGR5	265	3.68	.829	-.553	.150	.661	.298
AGR6	265	3.32	.931	-.329	.150	-.088	.298
AGR7	265	3.78	.812	-.922	.150	1.614	.298
AGR8	265	2.70	.916	.428	.150	-.396	.298
AGR9	265	3.40	.833	-.069	.150	-.377	.298
AGR10	265	3.48	.878	-.449	.150	.088	.298
JS1	265	3.68	1.002	-.749	.150	.221	.298
JS2	265	3.19	1.143	-.181	.150	-.780	.298
JS3	265	3.31	1.192	-.355	.150	-.793	.298
JA1	265	3.32	.931	-.446	.150	-.049	.298
JA2	265	3.47	.984	-.786	.150	.106	.298
JA3	265	3.37	.962	-.552	.150	-.095	.298
JA4	265	2.74	1.077	.057	.150	-.881	.298
JA5	265	3.01	1.022	-.188	.150	-.689	.298
WC1	265	3.30	1.053	-.588	.150	-.125	.298
WC2	265	3.31	1.112	-.324	.150	-.710	.298
WC3	265	3.47	1.044	-.590	.150	-.207	.298
WC4	265	3.01	1.111	.039	.150	-.806	.298
PO1	265	3.21	1.053	-.325	.150	-.469	.298
PO2	265	2.95	.972	-.001	.150	-.506	.298
PO3	265	3.34	1.021	-.431	.150	-.176	.298
PO4	265	2.83	1.056	.129	.150	-.630	.298
COMP1	265	2.87	1.125	-.070	.150	-.755	.298
COMP2	265	3.03	1.099	-.018	.150	-.626	.298
COMP3	265	2.70	1.082	.186	.150	-.504	.298
COMP4	265	2.87	1.085	.086	.150	-.588	.298
COMP5	265	3.05	1.034	-.144	.150	-.517	.298
TD1	265	2.90	1.202	.045	.150	-.925	.298
TD2	265	2.98	1.171	-.138	.150	-.862	.298
TD3	265	2.85	1.209	.087	.150	-.936	.298
TD4	265	2.73	1.144	.221	.150	-.829	.298
PA1	265	2.98	1.083	-.202	.150	-.631	.298
PA2	265	3.03	1.149	-.233	.150	-.824	.298

PA3	265	3.15	1.141	-.184	.150	-.731	.298
PJ1	265	3.17	1.087	-.361	.150	-.635	.298
PJ2	265	2.92	.970	-.137	.150	-.451	.298
PJ3	265	2.91	.909	.088	.150	-.104	.298
PJ4	265	2.78	1.017	.135	.150	-.388	.298
PJ5	265	2.91	.943	.134	.150	-.235	.298
PJ6	265	2.82	.934	.121	.150	-.177	.298
PJ7	265	3.02	.915	-.045	.150	-.084	.298
DJ1	265	3.26	.923	-.408	.150	.092	.298
DJ2	265	3.32	.924	-.415	.150	-.088	.298
DJ3	265	3.30	1.030	-.504	.150	-.187	.298
DJ4	265	3.42	1.012	-.500	.150	-.200	.298

Valid No. are 265 (List wise)



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Appendix – C

Table 4.4
Descriptive Statistics Before excluding multivariate outliers

	N	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
CS1	281	3.82	1.098	-.954	.145	.310	.290
CS2	281	3.70	1.011	-.838	.145	.204	.290
CS3	281	3.47	1.071	-.477	.145	-.370	.290
CS4	281	3.55	1.044	-.636	.145	-.183	.290
CS5	281	3.59	.985	-.481	.145	-.214	.290
UP1	281	3.24	1.212	-.159	.145	-.886	.290
UP2	281	2.87	1.187	.040	.145	-.940	.290
UP3	281	3.40	1.124	-.354	.145	-.704	.290
UP4	281	2.83	1.200	.231	.145	-.820	.290
UP5	281	3.00	1.249	-.082	.145	-.977	.290
UP6	281	3.49	1.019	-.602	.145	-.144	.290
UP7	281	3.72	1.085	-.544	.145	-.549	.290
UP8	281	3.35	1.056	-.242	.145	-.572	.290
UP9	281	3.21	1.142	-.255	.145	-.751	.290
UP10	281	2.85	1.264	.160	.145	-.965	.290
UP11	281	2.47	1.327	.469	.145	-.966	.290
EMO1	281	3.22	1.125	-.283	.145	-.648	.290
EMO2	281	3.00	1.162	-.096	.145	-.954	.290
EMO3	281	3.63	.925	-.606	.145	.277	.290
EMO4	281	2.92	1.044	.072	.145	-.592	.290
EMO5	281	3.39	.989	-.311	.145	-.383	.290
EMO6	281	2.65	1.080	.263	.145	-.726	.290
EMO7	281	3.08	1.078	-.167	.145	-.637	.290
EMO8	281	3.16	1.053	-.184	.145	-.554	.290
EMO9	281	3.36	.971	-.243	.145	-.479	.290
EMO10	281	3.13	1.096	-.108	.145	-.718	.290
EXT1	281	3.97	.767	-.959	.145	2.234	.290
EXT2	281	3.54	1.040	-.553	.145	-.107	.290
EXT3	281	1.44	.879	2.409	.145	5.696	.290
EXT4	281	2.50	1.221	.348	.145	-1.020	.290
EXT5	281	2.21	1.138	.746	.145	-.278	.290
EXT6	281	4.00	1.033	-1.122	.145	.897	.290
EXT7	281	2.39	1.173	.538	.145	-.665	.290
EXT8	281	3.64	.850	-.563	.145	.410	.290
EXT9	281	3.94	.809	-.789	.145	.939	.290
EXT10	281	3.99	.786	-.825	.145	1.214	.290
CON1	281	2.58	1.306	.408	.145	-.981	.290
CON2	281	2.56	1.234	.342	.145	-1.002	.290
CON3	281	3.73	1.003	-.705	.145	.108	.290
CON4	281	2.27	1.111	.428	.145	-.804	.290
CON5	281	3.36	.916	-.277	.145	.119	.290
CON6	281	3.62	.903	-.510	.145	.105	.290
CON7	281	3.44	1.216	-.478	.145	-.747	.290

CON8	281	2.47	1.059	.271	.145	-.602	.290
CON9	281	3.93	.874	-.999	.145	1.493	.290
CON10	281	3.78	.818	-.620	.145	.486	.290
OPE1	281	2.93	1.057	-.105	.145	-.796	.290
OPE2	281	3.33	1.021	-.372	.145	-.474	.290
OPE3	281	3.14	1.098	-.189	.145	-.788	.290
OPE4	281	2.88	.992	.077	.145	-.502	.290
OPE5	281	2.68	1.103	.380	.145	-.686	.290
OPE6	281	2.66	1.097	.281	.145	-.831	.290
OPE7	281	2.66	1.019	.285	.145	-.384	.290
OPE8	281	2.50	1.097	.345	.145	-.620	.290
OPE9	281	2.51	1.081	.391	.145	-.682	.290
OPE10	281	2.45	1.097	.502	.145	-.492	.290
AGR1	281	2.16	.995	.837	.145	.329	.290
AGR2	281	2.29	1.020	.562	.145	-.295	.290
AGR3	281	3.06	1.018	-.243	.145	-.376	.290
AGR4	281	2.41	1.010	.487	.145	-.331	.290
AGR5	281	3.63	.884	-.713	.145	.832	.290
AGR6	281	3.33	.965	-.328	.145	-.171	.290
AGR7	281	3.79	.823	-.888	.145	1.421	.290
AGR8	281	2.69	.929	.413	.145	-.378	.290
AGR9	281	3.42	.866	-.096	.145	-.362	.290
AGR10	281	3.46	.909	-.534	.145	.164	.290
JS1	281	3.70	1.030	-.776	.145	.198	.290
JS2	281	3.19	1.186	-.187	.145	-.845	.290
JS3	281	3.33	1.213	-.372	.145	-.814	.290
JA1	281	3.33	.962	-.447	.145	-.123	.290
JA2	281	3.46	.999	-.770	.145	.062	.290
JA3	281	3.36	.985	-.527	.145	-.141	.290
JA4	281	2.74	1.098	.066	.145	-.889	.290
JA5	281	3.01	1.035	-.147	.145	-.698	.290
WC1	281	3.32	1.071	-.558	.145	-.179	.290
WC2	281	3.31	1.140	-.343	.145	-.715	.290
WC3	281	3.47	1.085	-.598	.145	-.270	.290
WC4	281	2.98	1.126	.037	.145	-.808	.290
PO1	281	3.20	1.074	-.310	.145	-.520	.290
PO2	281	2.94	.989	-.005	.145	-.546	.290
PO3	281	3.29	1.055	-.424	.145	-.272	.290
PO4	281	2.82	1.082	.125	.145	-.665	.290
COMP1	281	2.90	1.157	-.058	.145	-.797	.290
COMP2	281	3.02	1.135	-.038	.145	-.710	.290
COMP3	281	2.69	1.103	.192	.145	-.563	.290
COMP4	281	2.87	1.114	.082	.145	-.651	.290
COMP5	281	3.03	1.077	-.119	.145	-.611	.290
TD1	281	2.86	1.211	.080	.145	-.947	.290
TD2	281	2.96	1.180	-.098	.145	-.891	.290
TD3	281	2.81	1.212	.110	.145	-.941	.290
TD4	281	2.69	1.151	.232	.145	-.850	.290
PA1	281	2.97	1.093	-.179	.145	-.642	.290
PA2	281	3.03	1.157	-.244	.145	-.852	.290

PA3	281	3.15	1.171	-.186	.145	-.790	.290
PJ1	281	3.17	1.109	-.327	.145	-.704	.290
PJ2	281	2.91	1.000	-.119	.145	-.516	.290
PJ3	281	2.92	.930	.091	.145	-.161	.290
PJ4	281	2.76	1.043	.139	.145	-.430	.290
PJ5	281	2.90	.953	.109	.145	-.219	.290
PJ6	281	2.82	.937	.161	.145	-.108	.290
PJ7	281	3.04	.938	-.007	.145	-.130	.290
DJ1	281	3.25	.956	-.399	.145	.001	.290
DJ2	281	3.32	.969	-.420	.145	-.167	.290
DJ3	281	3.32	1.039	-.478	.145	-.231	.290
DJ4	281	3.43	1.016	-.483	.145	-.245	.290

Valid N (list wise) 281



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Appendix – D

Table 4.5
Kolmogorov-Smirnov^a and Shapiro-Wilk Test for Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
CS1	.286	265	.000	.838	265	.000
CS2	.315	265	.000	.839	265	.000
CS3	.235	265	.000	.897	265	.000
CS4	.281	265	.000	.871	265	.000
CS5	.244	265	.000	.889	265	.000
UP1	.168	265	.000	.910	265	.000
UP2	.172	265	.000	.914	265	.000
UP3	.227	265	.000	.899	265	.000
UP4	.175	265	.000	.914	265	.000
UP5	.165	265	.000	.912	265	.000
UP6	.265	265	.000	.880	265	.000
UP7	.230	265	.000	.876	265	.000
UP8	.193	265	.000	.912	265	.000
UP9	.204	265	.000	.909	265	.000
UP10	.168	265	.000	.909	265	.000
UP11	.186	265	.000	.878	265	.000
EMO1	.200	265	.000	.910	265	.000
EMO2	.193	265	.000	.909	265	.000
EMO3	.269	265	.000	.870	265	.000
EMO4	.175	265	.000	.913	265	.000
EMO5	.221	265	.000	.900	265	.000
EMO6	.221	265	.000	.904	265	.000
EMO7	.181	265	.000	.912	265	.000
EMO8	.191	265	.000	.908	265	.000
EMO9	.220	265	.000	.900	265	.000
EMO10	.181	265	.000	.914	265	.000
EXT1	.305	265	.000	.799	265	.000
EXT2	.229	265	.000	.892	265	.000
EXT3	.417	265	.000	.553	265	.000
EXT4	.208	265	.000	.885	265	.000
EXT5	.233	265	.000	.857	265	.000
EXT6	.269	265	.000	.815	265	.000
EXT7	.226	265	.000	.881	265	.000
EXT8	.267	265	.000	.864	265	.000
EXT9	.293	265	.000	.818	265	.000
EXT10	.302	265	.000	.815	265	.000
CON1	.208	265	.000	.888	265	.000
CON2	.220	265	.000	.892	265	.000
CON3	.254	265	.000	.873	265	.000
CON4	.183	265	.000	.880	265	.000
CON5	.200	265	.000	.903	265	.000
CON6	.273	265	.000	.870	265	.000
CON7	.234	265	.000	.892	265	.000
CON8	.163	265	.000	.907	265	.000
CON9	.293	265	.000	.820	265	.000

CON10	.294	265	.000	.840	265	.000
OPE1	.188	265	.000	.904	265	.000
OPE2	.229	265	.000	.899	265	.000
OPE3	.206	265	.000	.906	265	.000
OPE4	.188	265	.000	.906	265	.000
OPE5	.254	265	.000	.889	265	.000
OPE6	.240	265	.000	.893	265	.000
OPE7	.196	265	.000	.911	265	.000
OPE8	.187	265	.000	.906	265	.000
OPE9	.228	265	.000	.893	265	.000
OPE10	.229	265	.000	.894	265	.000
AGR1	.249	265	.000	.846	265	.000
AGR2	.223	265	.000	.884	265	.000
AGR3	.219	265	.000	.900	265	.000
AGR4	.235	265	.000	.891	265	.000
AGR5	.252	265	.000	.868	265	.000
AGR6	.207	265	.000	.897	265	.000
AGR7	.295	265	.000	.824	265	.000
AGR8	.250	265	.000	.878	265	.000
AGR9	.212	265	.000	.887	265	.000
AGR10	.243	265	.000	.885	265	.000
JS1	.255	265	.000	.870	265	.000
JS2	.184	265	.000	.916	265	.000
JS3	.220	265	.000	.901	265	.000
JA1	.220	265	.000	.895	265	.000
JA2	.297	265	.000	.850	265	.000
JA3	.243	265	.000	.887	265	.000
JA4	.189	265	.000	.908	265	.000
JA5	.193	265	.000	.902	265	.000
WC1	.220	265	.000	.888	265	.000
WC2	.220	265	.000	.906	265	.000
WC3	.252	265	.000	.887	265	.000
WC4	.174	265	.000	.914	265	.000
PO1	.199	265	.000	.910	265	.000
PO2	.182	265	.000	.907	265	.000
PO3	.205	265	.000	.904	265	.000
PO4	.178	265	.000	.917	265	.000
COMP1	.153	265	.000	.914	265	.000
COMP2	.174	265	.000	.917	265	.000
COMP3	.171	265	.000	.918	265	.000
COMP4	.173	265	.000	.919	265	.000
COMP5	.190	265	.000	.912	265	.000
TD1	.161	265	.000	.916	265	.000
TD2	.177	265	.000	.912	265	.000
TD3	.163	265	.000	.916	265	.000
TD4	.194	265	.000	.913	265	.000
PA1	.187	265	.000	.909	265	.000
PA2	.196	265	.000	.906	265	.000
PA3	.177	265	.000	.917	265	.000
PJ1	.220	265	.000	.901	265	.000

PJ2	.181	265	.000	.905	265	.000
PJ3	.224	265	.000	.899	265	.000
PJ4	.184	265	.000	.917	265	.000
PJ5	.212	265	.000	.905	265	.000
PJ6	.206	265	.000	.908	265	.000
PJ7	.230	265	.000	.897	265	.000
DJ1	.212	265	.000	.894	265	.000
DJ2	.221	265	.000	.895	265	.000
DJ3	.213	265	.000	.899	265	.000
DJ4	.235	265	.000	.895	265	.000

a* Lilliefors Significance Correction

Source: The Researcher

