

## A comparative study of HR practices in Public & Private Universities in Pakistan. Its impact on employee performance

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### Abstract

This study investigates the influence of human resource practices on employee performance at Pakistan's public and private universities. Adopting sustainable HR practices is a goal all businesses share since it contributes to environmental sustainability. My study examines the effects of HR procedures on various public and private colleges. This study investigates the effects of supervisor behavior, incentives, centralization, staff training, and motivation. This study examines how these factors relate to one another as well. This study included a variety of instrument development techniques, including adaptation, adoption, and self-growth. Together with my population frame workers, I have gathered information from 50 private and 100 public personnel. Stratified sampling is used to gather data from male and female participants, whereas cluster sampling is used to gather data from Lahore. Using (SPSS), regression and correlation analysis were carried out. The state's governing authorities can alter its operations by following the principles provided by this study. They ought to exert influence in a way that will entice domestic organizations to remain there.

**Keywords:** Training, centralization, supervisor behavior, motivation, and rewards.

### 1 Introduction

The study aims to illustrate the correlation between an employee's perceived performance and Human Resource (HR) practices within Pakistan's education sector. This study is significant because it will identify the variables affecting employees' performance in publicly funded and privately-run educational establishments (Iqbal et al., [2023](#)).

Every organization relies heavily on its workforce to propel it to new heights of success. If implemented, employees benefit more from Human Resources' good practices, such as compensation, performance assessment, and promotion policies (Naveed et al., [2023](#)). Through

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this research, the top management of the education sector—in particular, the Human Resources department—will get support in planning or modifying their HR policies to ensure the efficient and productive operation of the sector (Khan & Khan, [2023](#)).

HR practices in Pakistan's educational sector (Sarwar et al., [2023](#)). This study is significant because it will identify the variables affecting employees' performance in publicly funded and privately run educational establishments (Ali et al., [2014](#)). Every organization relies heavily on its workforce to propel it to new heights of success. Human Resources will benefit the organization's employees more if they implement effective employee-friendly policies, such as compensation, performance reviews, and promotion procedures. Through this study, senior management in the education sector—particularly the Human Resources department—will get support in developing or modifying their HR policies to maximize the productive potential of the sector. (Alam, [2022](#)).

This research examines how HR policies at private and public colleges relate to the variables that influence an employee's performance (Hinduja et al., [2023](#)). This study will benefit university management because public and private colleges have very different HR policies and how those policies affect employees' performance (Haq et al., [2023](#)). We will also learn from this study what causes employee happiness and discontent at public and private universities.

My research aims to make organizations aware of environmental sustainability and the effects of human resource practices on the environment (Jiang et al., 2012). I also aim to investigate the variables that impede the application of HR practices, as Iqbal et al. (2023) noted. This research aims to identify the underlying reasons for the issues affecting an organization's productivity and employee performance and potential solutions.

- Relationship of HR practices between Public and private universities and their impact on employee performance.
- What are the basic HR practices in public and private universities?
- How can we avoid employee problems on a performance basis?
- What kinds of strategies should management apply to resolve employee issues?

My study focuses on management and the front-line employees of organizations based in universities regarding human resource practices. I could explore perceived barriers that create hurdles in implementing HR practices (Sharif et al., [2022](#)).

## 2 Literature Review

According to research by Saeed et al. ([2013](#)), employees' work performance is the dependent variable, while ethical behavior—defined as moral guidance akin to moral leadership and moral values—is the independent variable (Haque et al., [2023](#)). The analysis's main conclusions are that the two factors, ethical principles, and direction, positively affect employees' performance. Research is being done to determine how an employee's personality impacts their job performance to identify the best workers for Pakistan's banking industry using personality analysis (Bhatti et al., [2022](#)). The study's findings support that personality is a reliable performance indicator (Marwat et al., [2006](#)). Employee job performance is positively and significantly impacted by extraversion, conscientiousness, agreeableness, and openness to experience (Anwar et al., [2011](#)). According to Ali et al. ([2014](#)), research is being done to determine how employees' perceptions of their performance relate to human resource management procedures such as performance appraisal, promotion, and remuneration (Pradhan & Chaudhary, [2012](#)). The findings indicated that 37.8% of the variation in employees' perceptions of their performance could be attributed to compensation, performance evaluation, and promotion practices. The most important exercise is the performance review practice, with the greatest beta coefficient (0.396), followed by the promotion practice (Tabassum et al., [2024](#)).

The remuneration policy had no discernible effect on how employees were regarded to perform.

Jiang et al. (2012) researched to examine the constituents of human resource systems and outline how these components interact to impact employees' job performance. By describing the interrelationships between the various HR system components and how they affect employee performance, the suggested conceptual framework adds to the clarity of HR system construction conducted a study to illustrate the value of teacher training and examine the connection between teacher performance and training (Hoque & Atheef, 2024). The organization's performance and training are shown to be significantly and favorably correlated. This study aimed to investigate the relationship between employee performance management and retention at OCL India. Organizations can accomplish their strategic goals through performance management (Qureshi & Imran, 2023). Performance management's primary goal is to connect organizational and individual goals so that workers can achieve the best of their abilities (Naqvi & Khan, 2013). Furthermore, performance management works to help employees grow to the point where they can fulfill their aspirations and boost a company's profits. Anwar et al. (2011) this study aimed to determine the relationship between an independent variable contract work and dependent variable employee performance, considering aspects like loyalty, bonuses, and incentives.

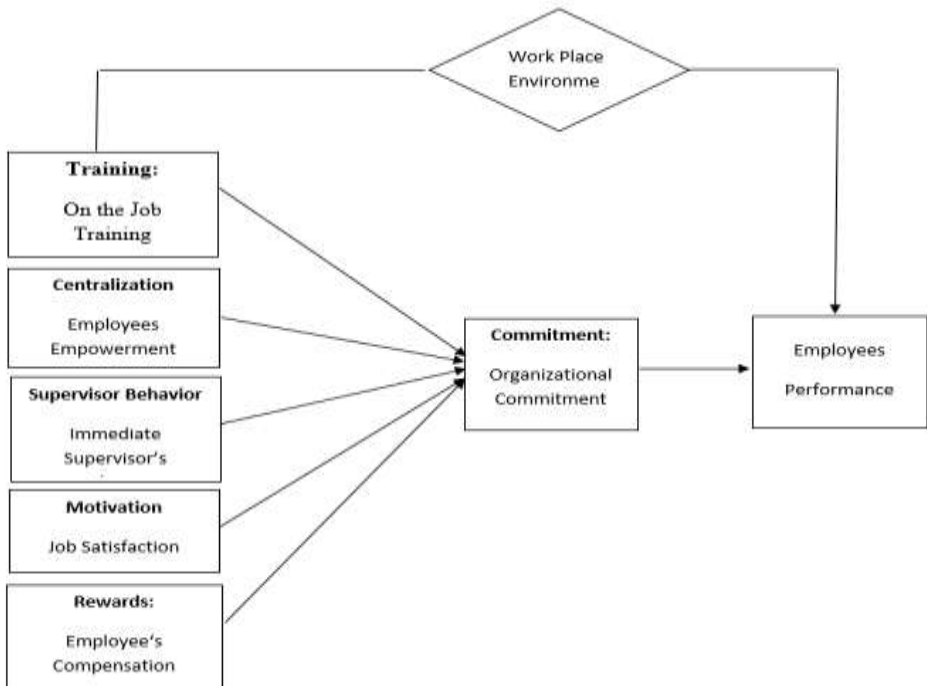
According to Gessesse and Premanandam (2023), loyalty has a positive correlation with rewards and a negative correlation with uncertainty. Through this research study, Zubair Aslam investigated the impact of human resource management procedures on perceived employee performance. These procedures included hiring, training, career planning, pay, performance reviews, job descriptions, and employee involvement (Manzar Rehman et al., 2024). The findings showed that all of the factors examined in the 2011 study had a positive association, with the strongest correlations being found in training (0.66) and remuneration (0.67). According to Singh et al. (2013), psychological safety has a mediating role in the association between employee performance and the diverse atmosphere (Yasmeen et al., 2023). Additionally, we suggested that race mediates both phases of the mediation, with minorities experiencing higher correlations than Whites between psychological safety and performance and between diverse climate and psychological safety (Zain & Ali, 2023). A survey of workers and their peers showed that psychological safety was a mediating factor in the link between the diverse atmosphere and worker performance (Adinew, 2023). Additionally, we discovered that race affected the associations between psychological safety, extra-role performance, and diverse atmosphere; that is, minorities had greater correlations than Whites (Jahan & Atiq, 2023). Furthermore, race significantly moderated the indirect impacts of diverse environments on extra-role behaviors through psychological safety, with minorities experiencing stronger relationships than Whites. (Shaikh & Shar, 2023). Research and practical consequences for effective organizational diversity management are also highlighted—Khatibi et al. (2012). The goal of this quantitative study is to identify the critical HRM practices that may impact how well employees are judged to be doing in a sample of nine Iranian hospitals (Noori, 2023). Nursing professionals working in five public hospitals and four private hospitals were given the questionnaire. It was modified from research on the effect of HRM practices on university instructors' perceptions of their performance in Pakistan. The study examined three primary HRM practices: promotion, evaluation, and remuneration. The findings indicated that compensation had the most significant influence (Raza et al., 2023).

### 3 Research Methodology

Because precise sample size selection was necessary to define the population's features, sample size selection is crucial. Because eight variables and five questions were asked about each variable, we chose the sample size using the 5:1 technique. Based on the provided data, we have 400 respondents in our sample, each of whom will answer one question. Consequently,  $10 \times 40 = 400$ ). However, due to the intricacy of our community, we are doing our research using a 100-sample size. Six of the eight factors are independent; one is a moderating variable, and the other is dependent. Our overall sample size is 100 based on these factors, and the tools will be used on

this sample size. The study employed the cluster sampling approach, which involves stratifying the population based on geographic regions such as Gujranwala, Lahore, Sialkot, and so on (Khuwaja et al., 2024). The target region from which we gathered the data for the study is known as the population frame. To assess the effects of human resource practices, we are focusing on the personnel of various organizations. Employers and workers would only be able to appropriately reply to our questions if they were working for various public and private companies, which is why we chose this population frame. Understanding how variables affect things is important (Hameed et al., 2024). Organizations are our unit of analysis in this study because they are better equipped to respond to and explain the good and adverse effects of the factors affecting HR practices inside their organizations. Our study is both descriptive and causal, using quantitative data. It explains the reasons for and how HR procedures affect workers' productivity. We conducted a cross-sectional research (one shot). Cross-sectional data collection entails gathering information simultaneously rather than repeatedly for study purposes. We do not have enough time to perform the investigation in greater depth; thus, this time frame is also ideal for us (Sheikh et al., 2022). To identify the factors that impact the employee's performance in public and private firms, I have collected information from the Internet through different databases about the related data of the research proposal, read more articles that are helpful and specific to our topic, and then got guidance from my teacher for this purpose. In short, I can say that hard work is required to complete our research proposal according to the requirements of our teacher (Ahmad et al., 2024). We can collect our data through primary and secondary sources, but for this purpose, we conducted visits to get the questionnaires filled out by the employees and employers of public and private firms (Keltu, 2024). We have analyzed our data using SPSS to ensure accuracy. To determine the impact or influence of variables, we have used statistical methods such as regression and correlation. Correlation is used to determine the link between variables (Khalid, 2023). We used the SPSS program version 19.00 to do this.

### 3.1 Framework



#### 4 Data analysis and results

Table 1 – Demographic Analysis

Variable	Category	Percent	Variable	Category	Percent
Gender	Male	59.0	Work Experience	< 5 years	62
	Female	41.0		5-10 years	22.0
Age	Below 30	62.0	10-15 years	14.0	
	31 – 40	24.0	> 15 years	2.0	
	41 – 50	13.0	Sector	Public	50
	Above 50	1.0		Private	50

Of the whole sample of 100%, 59% of respondents were men, and 41% of the respondents were women. Sixty-two percent of the responses are in the 30-year age range, twenty-four percent are in the 31–40 age range, and thirteen percent are in the 41–50 age range. Sixty-two percent of respondents had less than five years of work experience, twenty-two percent had five to ten years, fourteen percent had ten to fifteen years, and two percent had more than fifteen years. Fifty percent of the responders are from the public and private sectors (Lashari et al., 2022).

#### 4.1 Exploratory Data Analysis

The data was acquired through questionnaires. The population frame consisted of workers from various organizations. There were 100 final respondents and 100 data points gathered. I am now able to do various analyses on the gathered data. First and foremost, data must be filtered and cleansed.

Data screening was done in order to:

- (a) Determine whether any numbers in our data are outside range.
- (b) To look for any missing data.
- (c) Examining the outliers and selecting an appropriate course of action.
- (d) Examining the data for normalcy and making decisions about non-normality.

The descriptive statistics findings indicate no out-of-range values in our data, indicating that every respondent scored on the provided Likert scale. A frequency table is displayed for each variable. We can observe from the output that there are no numbers that are out of range. While valid percent displays overall data percentages, eliminating missing values, the percent column displays overall data percentages. We used the SPSS 19.00 version to conduct EDA. The data indicates that our dataset has no missing values. Extreme numbers with the rest of the data are known as outliers. Values classified as "outliers" are chosen subjectively—two categories of severe and kind anomalies. A description box provides descriptive information about the variable and the standard error for each value of Skewness and Kurtosis. This knowledge will come in handy when we discuss "normality." After deleting the top 2.5% and lowest 2.5% of scores, the mean value is shown as the "5% Trimmed Mean." You may determine whether extreme scores—such as outliers that would be eliminated by trimming the top and bottom 5%—affect the variable by comparing this "5% Trimmed Mean" to the "mean."

It is conceivable that a data input error caused the anomaly. Identifying improperly entered data" ensures that any anomaly you discover is not the result of inaccurate data entry. Perhaps the question was formulated or stated incorrectly. Alternately, it is possible that although the question was written correctly, the respondents provided outlier figures. Examining the subject numbers for the outliers shown in each box plot reveals that the same persons are accountable for outliers in several survey items. We identify outliers and handle them by treating them as though they were missing numbers. For this reason, there were missing values.

**Table 2** – Normality

Items	Skewness	Kurtosis	Items	Skewness	Kurtosis	Items	Skewness	Kurtosis
WE1	-.051	-.798	ISB3	-.505	-.482	OC5	-.004	1.840
WE2	-.379	-.073	ISB4	.010	-.969	EP1	-.226	-.422
WE3	-.452	-.371	ISB5	-.120	-.696	EP2	-.289	-.313
WE4	-.368	-.118	JC1	-.374	-.683	EP3	-.346	-.041
WE5	-.650	-.224	JC2	-.618	.400	EP4	-.661	.353
OJT1	-.261	-.111	JC3	-.370	-.534	EP5	-.422	-.362
OJT2	-.303	-.262	JC4	-.135	.229			
OJT3	-.182	-.384	JC5	-.482	-.366			
OJT4	-.303	-.346	JS1	-.126	-.649			
OJT5	-.364	-.248	JS2	-.459	.584			
EE1	-.339	-.374	JS3	-.430	-.084			
EE2	-.492	-.306	JS4	-.422	-.256			
EE3	-.494	-.241	JS5	-.322	-.388			
EE4	-.528	-.244	OC1	-.566	-.178			
EE5	-.436	-.209	OC2	-.298	-.301			
ISB1	-.277	-.729	OC3	-.260	-.030			
ISB2	-.242	-.923	OC4	-.130	-.826			

Reliability analysis aims to determine how a given variable's aspects relate to one another. It verifies that every element in a variable is hand-picked and defines a single notion from several perspectives. Additionally, it indicates the internal consistency of the elements, which is why we utilize Cronbach's Alpha value. Dependability is contingent upon Cronbach's alpha having a value larger than 0.60. Table 3 displays the dependability of each independent variable.

**Table 3** – Reliability analysis (Inter Item Consistency)

Serial name	Variable name	Cronbach's	Alpha	No of items
1	WE	0.816		5
2	OJT	0.730		5
3	EE	0.797		5
4	ISB	0.729		5
5	JC	0.724		5
6	JS	0.724		5
7	OC	0.668		5
8	EP	0.772		5

**Note:** All variables are fulfilling the requirement of Cronbach's alpha.

## 4.2 Factor Analysis

Factor analysis is a combination of methods used to observe how my construct scales manipulate the response of related variables. Many scientific studies are based on the fact that "various variables are used to differentiate objects." This means that studies with different variables use questionnaires to measure the responses of different respondents about a single object from different dimensions. However, studies in which intellectual ability is experienced are measured via several subtests. Although using variables complicates the study, it is a good way to measure the different aspects of the same underlying variable.

## 4.3 Purpose of Factor Analysis

Principal components and factor analysis are methods to reduce large amounts of object data to smaller extents and components. These methods are applied in research studies when a questionnaire is utilized to examine the relationship between the items. They reduce a bigger collection of variables to a smaller set of factors that account for a significant portion of

variability. To be more precise, principle components analysis seeks to summarize experimental variability using fewer devices, whereas factor analysis seeks to uncover original hidden elements. Additionally, it provides information on the loading score of each dimension used to describe the self-developed ideas. This indicates the percentage that each item loads onto the dependent variable, and the loading score must be larger than 0.40 if the condition is met.

#### 4.4 Exploratory Factor Analysis

Two presumptions of the EFA must be met in order to perform additional analysis.

- i. KMO should have a value larger than 0.6
- ii. Bartley's test significance score should be less than 0.05

**Table 4** - Factor analysis

Serial no	WE	OJT	EE	ISB	JC	JS	OC	EP
1	.606	.573	.697	.648	.711	.526	.453	.429
2	.883	.755	.724	.808	.796	.643	.706	.522
3	.837	.834	.800	.768	.818	.843	.721	.649
4	.824	.3676	.819	.611	.709	.799	.683	.516
5	.702	.616	.671	.623	.419	.625	.734	.513
Variance	58.66	48.62	55.44	48.45	49.71	48.60	44.55	52.58
Explained								
KMO	0.777	0.730	0.798	0.749	0.751	0.702	0.733	0.788
Barttlet	.000	.000	.000	.000	.000	.000	.000	.000

The findings show that all of the loading scores are more than .40 above. Both KMO and Bartley's test assumptions are met. We consolidated the elements into a single component or put them all in one basket for our study. These outcomes are based on a predetermined number of values. that is, 1 (one)

#### 4.5 Correlation

The Pearson correlation is employed when dealing with two normal or scale variables. The correlation matrix shows the relationship between each pair of three or more variables. A correlation indicates whether two variables are favorably or negatively connected and the strength of the relationship. The dependent variable and other independent variables' strong or substantial correlations with one another are shown in the correlation matrix. For instance, the correlation coefficient reveals the relationship between work environment and employee engagement. The next step of our analysis is to check out the relation strength and direction of variables in each population. We denote the coefficient of correlation with "r." In this section, we will check how much our independent and dependent variables relate to each other. As the value of 'r' will vary from -1 to 1 at every step, the change in the value of 'r' "will give us a different interpretation, which is given in a detailed description of which is given below.

**Table 5** - Correlation Analysis

Variables	WE	OJT	EE	ISB	JC	JS	OC	EP
WE	1							
OJT	.592**	1						
EE	.511**	.544**	1					
ISB	.256**	.228 **	.116	1				
JC	.319**	.358**	.379**	.478**	1			
JS	.571**	.589**	.515**	.306**	.394**	1		
OC	.491**	.320**	.420**	.188	.454**	.420**	1	
EP	.515**	.410**	.609**	.198*	.352**	.627**	.485**	1

\*\**. Correlation is significant atthe 0.01 level (2-tailed).*

\**. Correlation is significant atthe 0.05 level (2-tailed).*

With a confidence level of 99 and 95%, I can say that our statistics accurately depict the association. The information for our independent variable is shown in the table above. The first variable, work environment, has a significant positive association ( $r = .515$ ) with employees' performance, indicating that my independent variables are associated. Similarly, job satisfaction has correlations of  $.571^{**}$ ,  $.589^{**}$ ,  $.515$ ,  $.306$ , and  $.394^{**}$  with the other factors. The interpretation of the study model is that other variables are the same.

#### 4.6 Regression

Regression analysis uses one or more independent variables to predict the dependent variable. Additionally, it indicates the amount that one unit change in an independent variable will change in the dependent variable ( $s$ ). It is also employed to test the hypothesis that there is a significant link between X and Y by determining if the population's slope, or  $\beta$ , equals zero. Regression analysis is what I use to test our study's hypothesis. Whether or if the theories I developed are accepted. If the significant value is less than 0.05, the hypothesis is accepted. We reject the hypothesis if the result rises over 0.05. The values of the beta, t, significant, and accepted and rejected hypotheses are displayed in Table 7.

#### Regression Analysis

Variable	B	S. E	t-value	p-value	Hypothesis
Constant	.668	.507	1.317	.191	Not Supported
WE	.098	.092	1.064	.290	Not Supported
OJT	-.132	.102	-1.292	.200	Not Supported
EE	.334	.087	3.816	.000	Supported
ISB	.010	.081	.123	.902	Not Supported
JC	-.002	.101	-.019	.985	Not Supported
JS	.412	.104	3.951	.000	Supported
OC	.183	.102	1.792	.075	Not Supported

Note:  $R^2 = .541$ ,  $f(7, 92) = 15.500$ ,  $P \text{ value} < .05$

The basic linear regression model supports only two hypotheses: EE (employee engagement) and JS (Job Satisfaction). The other hypotheses were rejected due to insignificant values, although they displayed significant findings.

**Table 7 - Regression Analysis (With the impact of moderation)**

Variable	B	S. E	t-value	p-value	Hypothesis
Constant	3.054	.254	12.004	.000	Supported
OJTWE	-.111	0.45	-2.456	.16	Supported
EEWE	.142	0.45	3.146	.002	Supported
ISBWE	-.014	0.40	-.344	.732	Not Supported
JCWE	0.19	0.51	.371	.712	Not Supported
JSWE	.115	0.52	2.225	.028	Supported
OCWE	.010	0.45	.216	.829	Not Supported

Note:  $R^2 = .439$ ,  $f(6, 93) = 12.114$ ,  $P \text{ value} < .05$

The above study presents a regression with the influence of moderation. In this case, on-the-job training, or OJT, is supported due to the influence of moderation, which supports the hypothesis that was rejected in the basic regression test. This indicates that the moderator is fulfilling the important role of partial mediation.

#### 4.7 Conclusion

Significant ramifications of this study exist for both research and practice. Numerous scholars have studied human resource practices at the national level due to the significance of these practices in one's own country. The study's findings have significant ramifications for both



businesses and employees. The organizations may benefit from this study. These HR policies will support the organizations' efforts to draw in new hires, retain current staff for extended periods of time, and recruit new ones. Additionally, it will aid in raising staff performance.

#### 4.8 Limitation of study

My study is limited because it was impossible to justify the broad concept of human resource practices more adequately by studying a small number of Pakistani universities. As a result, the results are unexpected because the large concept of HR practices cannot be fairly assessed by a smaller sample size or by fewer cities in Pakistan. Time is another constraint on my research because it takes longer to get the desired results and a bigger sample size.

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