The Effect of Human Resource Management Practices on Employees’ Job Satisfaction in the Universities of Pakistan

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Abstract

The job satisfaction of the university employees is very much related to the Human Resource Management (HRM) practices. The HRM policies and practices influence and affect the performance and job satisfaction of the university employees. Pakistan is developing country and the HRM practices are at immature stage and needs more development and growth. The HRM policies and practices are described in this paper regarding employees’ performance and their job satisfaction. The HRM concept and activities in the Pakistani universities are explained in this study. The orientation, nature, type and effect of HRM activities and practices are discussed with their relationship to the job satisfaction of the university employees. The HRM in Pakistani universities is facing many challenges and needs more improvement by developing HRM activities and practices into effective ones to improve employee performance and job satisfaction level.

Key words: HRM and job satisfaction, HRM concept, Practices, staff, universities of Pakistan.

INTRODUCTION

The study undertaken is to build an understanding regarding the impact of employee’s compensation on their job satisfaction, job involvement, job stress and employee’s organizational commitment among Pakistani university employees (Tariq, 2011). The universities play a key role in economic and social development of any nation. The employee’s contribute in performance of universities. Job satisfaction is a topic of wide interest to both people who work in organizations and people who study them (Omer, 2010). Administration and manager tries their level best to create environment for the employees in whom they feel satisfaction. The satisfaction of employee’s in Universities is important for performance and national education system that ultimately effect on national growth. (Hackman & Lawler, 1971; Kahn, 1990; Lawler & Hall, 1970). So it is important to understand their behavior and attitude to make them satisfy and increase commitment level. There are many factors that influence satisfaction of the employees both in developed and developing countries. Researcher have examined the relationship of satisfaction between with pay, promotion, fringe benefits, working condition, support of research, staff evaluation and appraisal, administration. However no study found that analyze the perception of HR practices in universities of Pakistan and it effect on employee’s satisfaction. Although relationships among human resource management practices, leadership styles, organizational citizenship behavior, and organization commitment have been found by different researchers but thesis variables have not been modeled together particularly in the context of Pakistan. HRM in many organizations focuses on human capital development and advocates the HR planning, performance management and recruitment and selection of employees (Cooke, 2005). Work-unit managers are the resistance if employees want to change jobs and work. In Pakistan, HRM is growing and progressing very fast day by day. Many people are attracted towards this field and there are also different HR courses and majors in the universities and institutes. The HRM faced resistances from top management and old employees. If there is no HR department, then the HR responsibilities are shared by other departments. When HR department was established, some people especially top management thought that the HR will reduce their authorities and will lead to conflicts. But HR in reality benefits the organization and other departments of organization. There will be organized organizational structure with proper pays, proper grading, benefits plans, promotion plans and employee compensation etc. The awareness among employees, departments, top management, owners and managers is needed regarding HR. The HR department has to deal with the HR operational tasks such as recruitment, selection, training, evaluations, increments, separation etc. The universities are also like an organization in Pakistan. There is also a need to have an HR department for dealing with operational HR tasks such as recruitment, training, promotions, increments etc. The management and employees in the universities are needed to have awareness

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regarding HR. HR helps the universities to deal better with human resources and human capital resources in the universities.

METHODOLOGY

The effects of human resource management practices in universities of Pakistan were studied. The focus was on job satisfaction of employees in universities of Pakistan. The selection of universities was done by sampling method, because it is impossible to study all universities due to large populations and geographical dispersion.

The questionnaire was developed to inquire about the job satisfaction perspective of human resource management practices from employees in the universities of Pakistan. A total of 500 questionnaires were distributed among different categories of employees in the universities of Pakistan. There were 26 universities were selected as representative sample for study. There were 11 public universities and 15 private universities. The geographical distribution of these 26 universities is as Figure 1.

Quota sampling was used for the selection of employees to be inquired about job satisfaction in universities of Pakistan. The employees were from different categories such as administration staff, management staff, admission staff, teaching staff and networking staff. The respondents were aged between 20 to 60 years. A total of 400 questionnaire were responded and were received in completed form. The response rate was 80 percent. Then the results of the questionnaire survey were analyzed to study the job satisfaction perspectives. The study was focused on the factors of job satisfaction such as nature of work, working conditions, salary, working hours, work motivation, career development, demographic determinants, job type, job autonomy, job rewards, recognition, promotion, organization system, social relations, leadership behavior and the effects of age, gender, rank and service period.

The structured questionnaire was developed and variables were inquired using 5 scale level (strongly disagree=1, disagree=2, neutral=3, agree=4, strongly agree=5). The questions covered most of the factors related to job satisfaction perspectives of human management practices. The data were analyzed using the software SPSS.

OVERVIEW OF HRM & JOB SATISFACTION IN PAKISTAN

The Pakistani HRM overview is a task which is established in both cases of the public and the private organization framework. The public and private organizations become good employers through this task for securing employees’ commitment and developing and managing the employees to get their best contribution for the organization and the community (Gunlu, E., et al. 2010, Hurley, R. F., & Estelami, H. 2007). The management of employees became more important than before becomes of the organization responding to the changing expectations of the community (Park, J. S., & Kim, T. H. 2009, Dawley, et al. 2010).

The service and performance oriented culture is gradually evolving in the organizations and universities of Pakistan through new emphasis on employee management by HRM (Chang & Lee, 2007). The review’s result established the HRM’s direction. The public and the private organizations are nowadays more focused on their strategic role by setting rules and guidelines, determining policies and advising department on implementation of HRM.

The public and private organization branch is simplifying procedures, rules and regulations and also delegating more authorities to the departments. The management of employees is becoming more important as compared to administration of rules and regulations. The departments and branches of the public and private organizations work on reviewing and development of their HRM plans for meeting their operational requirements. The Pakistani universities HRM staff advises other department about development of their HRM plans and implementation of HRM policies. The universities HRM staff formulates pay structures, allowances, fringe benefits, service conditions, creation of directorate posts and proposal for structural changes of ranks or grades. It deals with the appointment, discipline and promotion of senior positions staff and also deals with the university staff cases of legal assistance, complaints, benefits and early retirement.

Pakistani universities and their HRM departments are facing the challenges of HR management in many aspects particularly the management and administration in Pakistani universities and organization constitutes 70 percent of employment. The HRM ways for the Pakistani universities and organizations contribution to the developing economy and employee management are still unidentified and they are facing lower development rate and lack of interest at both public and
private level. Some efforts with some programs of public private partnership are started such as in COMSATS & LUMS (Lahore University of Management Sciences) and these programs lead to the opening of entrepreneurship and HRM departments. The Pakistani universities and institutions are facing difficulties in adding and improving quality to their management and HRM practices because of some hurdles to successful and effective staff working.

HUMAN RESOURCE MANAGEMENT IN PAKISTAN

Human Resource Management (HRM) has a very bright and expanding scope in Pakistan. Most of the organizations are following the HRM’s basis practices, so HRM has operationally became strong in Pakistan. We are still at the HRM primary stage from the global perspective. Presently, HRM is at the development stage in Pakistan. Serious individuals and professional attitude are required for the development of HRM in Pakistan. HRM has been introduced in many companies, organizations and universities in Pakistan. HR department is important because HR acts as the bridge between the employee and the employer. HRM is developing and progressing very fast in Pakistan. Many universities and educational institutions are looking for HR managers for management of their human resources or assets and their related issues.

Before, HRM was used to be considered as the administrative department for minor responsibilities and tasks. The true nature and responsibilities of HRM department were realized as the importance and significance of responsibilities and functions of HRM became clear in the organizations and universities of Pakistan. The universities need fully functional HRM department for the smooth working of the functions of the organization. A valuable HR manager has many beneficial aspects, performs the related tasks and handles the responsibilities properly at hand. The HR managers can advise and give valuable tips to the newcomer professionals and job seekers. HRM in Pakistan still needs more growth and development because it is still at immature stage. If the universities, organizations and individual employees take HR in professional manner, then the HRM potential is very good in Pakistan. The universities should realize that their employees and staff are their important assets and resources and the employees should realize that their job is important and they have work for it. Till now, HRM is more focused on recruitment, training and giving assistance to managers in their daily tasks.

Employees started spending more time at their work than their living place. The employees need more focus on mentoring, support, true advice and guidance from HRM in Pakistan. HRM is not just related to policy making, record keeping and process, it is also about more extra work which can make difference and improve the lives and work of university employees of Pakistan. The organizations can have the same policies, processes, SOPs, raw materials, technology and infrastructure. The competitive edge to an organization over others is only provided by the human resources or assets. Most of the organizations in Pakistan have realized the strategic role of HR and the establishment of effective HR department for contribution to the organization’s productivity.

Unfortunately, HRM has been given less attention in Pakistan and we are still on way of renaming Personnel Department as Human Resource Department. The HR role is constantly evolving and it is needed to move forward from traditional HR administrative role and consider HRM as a main contributor to organization’s success by alignment of HR goals with organizational goals.

The human resource management is the critical and important area in management and organizational performance in organizations of Pakistan especially the universities. The research area of impact of HRM on universities performance is an important area which indicated positive relationship between HRM and universities performance. Many researches indicated the positive link of HRM with the university and employee performance (Tsafrir, 2005; Teseema & Soeters, 2006; Shahzad, Bashir & Ramay, 2008; Abbas & Shahzad, 2010). The issues regarding HRM within university employees came under high scrutiny due to increasing focus on knowledge societies for equipment of countries with well appropriate workforce. There are two important HRM dimensions which are: firstly employee’s education provides human resource management and secondly employees should receive high quality training and opportunities to play their required role. HRM regarding employees’ education include issues of attracting, retaining and developing employees and staff. Employees’ educational system needs good staff and the extent of infrastructure facilitation and its impact.

There are many HRM responsibilities, which are shown in the figure 2 below.

Insert figure 2 here
CONCEPT OF HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) cannot be limited by any ways. HRM is an entire different perspective as compared to other fields. HRM refers to the workforce management of an organization in an honest, reliable and professional manner. Nowadays, the HRM demand is dramatically increased. HRM plays a critical and important role in all sectors of economy from corporate sector to banking sector, from political sector to education sector, from IT sector to publishing sector and from non-profit organizations to human right organizations. However, a reliable measurement system is needed for all this.

**Insert figure 3 here**

HRM involves the policies and practices for dealing with management’s Human Resource (HR) aspects like HR planning, recruitment, selection, orientation, training, development, employee relations, job analysis, compensation and performance appraisal (Dessler, 2007). HRM is composed of the policies, practices and systems influencing and affecting the behavior, attitude and performance of employees in an organization (Gerhart, et al, 2007). The HR practices of HR planning, recruitment, selection, training, development, compensation, university staff and performance appraisal were chosen and incorporated by the Society of HRM of Pakistan. (Yeganeh & Su, 2008). Strategic approach of HRM is used for acquiring, developing, motivating, managing and gaining the employee’s dedication and organization’s key resources (Ahmed, 1999). HRM concept is considered by some as the personnel management and universities employees’ relations and by some as an approach for personnel management integration involving organization strategy (Storey, 1995). The employees are more committed to their work and they play their extra role for the benefit of organization.

The HRM practices are positively related with the organizational commitment and the organizational behavior (Arnett & Obert, 1995; Pfeffer & Veiga, 1999; Dessler, 1999, Trembley et al., 1998; Capelli & Rogovsky, 1998 Allen & Rush, 1998). HRM practices are categorized into four groups which are: work policies and employment skills, supportive environment, reinforcement and performance measurement, and market organization (Shepeck & Militello, 2000). HRM practices can also be categorized on the basis of their focus into three groups which are: quality focus, cost reduction, and differential innovation (Guest, 1997). All HRM strategies are used for achieving the same organizational goals. The HRM perspectives can be verified as the fit or integration concept (Sivasubramanian & Koreck, 1995). The various HRM types are classified into two dimensions of external fit and internal fit (Guest, 1997).

The HRM’s goal is to maximize the organization’s productivity by optimization of the effectiveness and productivity of its employees and by the improvement of employees’ work and treatment of them as a valuable asset. HRM encompasses efforts for the promotion of employee satisfaction, personal development and compliance with employment laws. HR managers determine HRM’s future activities and they plan for the implementation of HRM procedures for helping the organization to realize their goals. The HR responsibilities are divided into three management areas which are: staffing, designing work, and employee compensation. The HRM’s purpose is to maximize the organization’s productivity by effectiveness and efficiency of its employees. The HRM department’s responsibilities in the Pakistani universities are classified by organizational, individual and career areas. Individual HRM management refers to helping the employees recognize their strengths and weaknesses, deal with their shortcoming, and effectively make their contribution to the organization.

Most organizations conduct the HRM function of administrative, recruiting, training and other HR duties around the cluster of people in central location. HRM is concerned with the development of the organization and the employees working in the organization. HRM deals with developing the talents of employees, nurturing organizational development and implementing programs of enhancing cooperation and communication between employees. The HRM practice of job analysis provides valid information and data for jobs about hiring and promoting employees, determining training and skill needs, establishing wages and making important HRM decisions. HRM’s strategy, function and staffing are the processes of management of personnel flow within, into and out of the organization. After the completion of recruiting process, the selection process is done through interviews, reference checks, job postings and other methods. The recent development of Pakistani universities significantly impacted the HRM field. The HRM staffing is concerned with employees of the universities. Staffing refers to the filling and maintaining filled positions in the organization’s
structure. The employees of the universities play a very important role in the achievement of organizational goals. Organizational performance is dependent on the quality of the employees of the universities. HRM is the management of capabilities and energy of the human assets. HRM process manages the competencies and energies of human assets for ensuring the committed and competent workforce to achieve organizational goals.

Acquisition involves HR planning for employees including the activities for analyzing employment needs, identifying university and job trends, determining required skills for job positions, predicting future skill requirements and predicting future levels of employment. The techniques and tools like statistical analysis, interviews, questionnaires, career path charts and skill inventories are used for accomplishment of acquisition tasks. There are four specific goals of effective HR planning are as follows.

- Sustaining stable workforce level during output ups and downs to increase the morale of employees and to decrease the unnecessary costs of liabilities and employment.
- Helping financial resource managers for efficient planning and management of departmental budgets.
- Preventing high turnover rate among young recruits and employees.
- Reducing problems related with replacement of decision makers in the case of unexpected absences.

The acquisition function also includes the activities of recruiting employees and designing interview methods and evaluation tests. Recruitment responsibilities also involve ensuring that the organizations adhere strictly to government laws and regulations and avoiding discrimination. The HR managers establish and document the detailed hiring and recruiting procedures to protect applicant and reduce the chances of lawsuits.

The second major HRM function refers to the training activities and performance appraisals. The performance appraisal provides feedback to employees of Pakistani universities regarding their performance. This feedback allows the employees to correct their weaknesses, to improve their contribution to organization and to evaluate their relations with managers and coworkers. The HR professional should work on establishing wage and salary levels and performance based incentives to maximize the performance and contribution of employees towards achievement of organization’s goals. HRM professionals are needed to establish compensation equity within organization which provides sufficient financial motivation and doesn’t hamper morale.

The HRM manages three main categories of employee benefits which are:

- Insurance, health and retirement benefits.
- Legal services, purchasing plans and recreational activities.
- Holidays, vacations and other allowed absences.

Employee benefits are non-incentive oriented compensations. For administering benefits programs successfully, the HRM professionals are required to understand the investment plans, the tax incentives and the purchasing power of employees.

Human Resource Management (HRM) Practices

Human Resource Management (HRM) involves the policies and practices for dealing with human resource (HR) aspects of management such as HR planning, selection, recruitment, orientation, development, training, job analysis, compensation, labor relations and performance appraisal (Dessler, 2007). The policies, systems and practices influencing attitude, behavior and performance of employees compose the HRM (Noe et al, 2007). The Fombrun, Tichy & Devana HRM Model, the Harvard HRM Model, the Guest HRM Model and the Warwick HRM Model are the four main HRM models (Bratton & Gold, 1999). The Guest HRM Model is considered the best model among these four HRM models (Aswathappa, 1999). This study chose the HR practices like HR planning, selection, recruitment, development, training, compensation, industrial relations and performance appraisal as they were incorporated by the Guest HRM Model and the Society of Human Resource Management of USA (Yeganeh & Su, 2008). HRM is a strategic approach for acquiring, managing, developing, motivating and gaining the dedication of employees and key resources of the organization (Ahmed, 1999).

In Pakistani universities, HRM started with the development of HR accounting theory (Storey, 1995). Some consider HRM as the industrial relations and personnel management while others consider
HRM as an approach for personnel management integration including organization strategy (Storey, 1995). If HR practices are implemented in the organization, the employees can be more committed to their work in the organization and they show their extra role for organization’s benefit. There is positive relationship of HRM practices with organizational commitment (Arnett & Obert, 1995; Pfeffer &Veiga, 1999; Dessler, 1999) organizational behavior (Capelli & Rogovsky, 1998) Allen & rush, 1998; Tremblay et al., 1998). HRM practices play the role of mediator between HRM and job satisfaction. HRM practices are focused into four groups which are work policies and employment skills, reinforcement and performance measurement, supportive environment and market organization (Shepecke & Militello, 2000). All HRM strategies through HRM are used for the achievement of same organizational goal. The various HRM perspectives are verified as the concept of integration or fit (Sivasubramanian & Koreck, 1995). The various types of HRM can be classified into two dimensions which are external fit and internal fit (Guest, 1997). Internal fit refers to ideal of HRM practices and external fit refers to HRM’s strategic integration. The external fit showed more particular fit between quality strategy and high performance HRM practices (Youndt et al., 1996). The effective HRM is argued to be the main success factor for an organization (Stavrou-Costea, 2005). The organization’s performance including organization flexibility, employee’s productivity and product quality is improved by the HRM practices of business performance named as HR planning, development and training, employee security, teamwork inventive/compensation and performance appraisal.

There are number of HRM practices that could be tested in connection with employee performance. (Teseema & Soeters 2006) have studied eight HR practices and their relationship with perceived employee performance. This study examines the relationship between three HR practices i.e. compensation, promotion and performance evaluation and perceived employee performance. Pakistan is a developing country with very low per capita income and above three practices which have a relatively direct impact on financial earnings and social status of an individual may be considered the major determinants of employee’s performance. A number of researchers have established the relationship between HR practices and employee performance but they mainly discussed developed countries. Little evidence is available about relationship between HR practices and employee performance from developing countries like Pakistan. This study University staff relationship between three HR practices i.e. compensation, promotion and performance evaluation and perceived employee performance among University of Pakistan. The result of the study indicates a positive relationship between compensation and promotion practices and employee perceived performance while performance evaluation practices are not significantly correlated with perceived employee performance. Pakistani universities need to revise Performance Evaluation process and define clear career paths to enhance the performance of employees. This study is an attempt to find the Staff of HR practices in university sector of Pakistan i.e. universities in Pakistan. For improvement in staff system of Pakistan it's important to enhance the performance of employees especially in higher education. So far none of the Pakistani universities is ranked among top universities of the world (Shahzad, Bashir & Ramay 2008) Government of Pakistan is also focusing to enhance the performance of university employees so it's important to find out the factors which can enhance the performance of university employees and it is important to find out that how the effective HR practices are important for enhancing the staff performance. So this study will help to find out that in universities sector of Pakistan effective HR practices exist or not and if exist than what is the impact of these effective HR practices on the performance of employees specially university staff.

The crisis in the employee’s profession is threatening the ability of poor countries to reach internationally agreed targets to expand and improve education university staff. (Nock, S; Global Campaign for Education 2006). Guest (2002) explains that impact of HR practices on performance of employees is also related with the response of employee towards HR practices. Because employees have their own perception regarding the HR practices. (Shehzad et al, 2008) explains that there are number of HR practices which are related with employee performance. As (Teseema & Soeters, 2006) discussed eight HR practices include recruitment and selection practices, placement practices, training practices, Practices, promotion practices, grievance procedure and pension or social security. (Huselid, 1995) discussed eleven HRM practices in his study which are personnel selection, performance appraisal, incentive compensation, job design, grievance procedures, information sharing, attitude assessment, labor management participation, recruitment efforts, employee training...
and promotion criteria. (Shehzad et al 2008). Compensation, promotion and performance evaluation and perceived employee performance. (Huselid, 1995) explains that by adopting effecting HR practices in organization can produce the positive results in employee performance and can improve the organizational culture in a positive way (Shehzad et al 2008).

**HRM & JOB SATISFACTION**

HRM started in early 1800s in England during the apprenticeship and craftsmen era and it developed further with the organizational revolution in late 1800s. In 19th century Frederick W Taylor suggested a combination of organizational psychology and scientific management of employees and workers. It proposed that the workers and employees should be managed for the job, job efficiency, worker psychology and effective wellbeing of employees. In the 1920s, the development of personnel departments started with the growth of organizations, the government concerns and interventions, the changes in technology and the rise of unions. The personnel administrators were also known as welfare secretaries (Ivancevich, 2007). The term Personnel Management (PM) led to the start of HRM. The term PM emerged after 2nd World War as an approach for personnel practitioners to distinguish and separate them from other management functions and developing the personnel function into professional managerial function. The function of PM traditionally was to hire and fire personnel other than training and salary payments.

There are concern and criticisms about the role and purpose of PM to HRM in planned management and HRM activities, to the trade union demands and to different situations and circumstances (Tyson, 1985). The HRM term gradually replaced the PM term (Lloyd & Rawlinson, 1992). Many researchers argued that the HRM term is similar to the PM term as both are concerned to the obtaining, organizing and motivation functions of organization’s human resources and assets. The change of term from PM to HRM was because of evolution and changes in the management world and the new HRM term was suitable to carry on new ideas, philosophies and concepts of human resources (Noon, 1992; Armstrong, 2000). Some researcher argued that there are very small differences between PM and HRM and the change of term is like pouring old wine into new bottle with different label (Legge, 2005). There is a continuous debate on the meanings and practices of HRM as compared to PM (Marchington & Wilkinson, 2002; Legge, 2005).

A positive pleasurable emotional state resulting from an appraisal of person’s job and job experiences is called job satisfaction (Locke, 1976). Human Resource Management (HRM) deals with organization’s vital resource of human capital and it is an important part of the organizations and universities. In recent years, HRM is transforming by adopting technological tools and developments for performance improvement. The management of work and employees for achievement of desired required outcomes is known as Human Resource Management (HRM). It is a crucial and important part of organizations, companies and universities. High performance along with achievement of organizational goals is the desired outcome. HRM manages the organization’s human assets and resources. Effective HRM enables the university employee to contribute productively and effectively for the achievement of the organization’s objectives and goals.

HRM is moving away from increasingly outsourced traditional administration, personnel and transactional roles. HRM adds value to the strategic utilization of employees and to the measurable employee programs effects. HRM is an important part for all universities. The first step is the establishment and development of HRM department in the universities, which will provide the grounds for the future development of university. HRM department is important for Pakistani universities and the university departments. HRM has many advantages and disadvantages in Pakistani universities. HRM describes and deals with the functions concerned with the university staff and employees. The HRM function is performed in the organizations and universities for the effective working of employees to achieve individual and organizational goals. HRM predicts and foresees the number and type of employees required in the future by the Pakistani universities. HRM is the management of university employees by recruiting, training and maintaining the employees with required competencies and skills for effective performing of their jobs and work. HRM field covers the areas as shown below:

When there is a vacancy needed to be filled in the university, the universities commence selection and recruitment process. HRM improves the employee performance by improvement of organizational behaviour such as employee commitment, flexibility and competency (Koch & McGrath, 1996). The job satisfaction and HRM relationship is described by developing of conceptual framework based on
the researcher’s previous and present study. Effective implementation of job satisfaction and HRM improves the employee-employer relationships in Pakistani universities. A survey was conducted on employees trust to find out the consequences and impacts of effective HRM (Tzafrir et al 2004). The results showed a significant and positive influence of organizational communication, procedural justice and empowerment as employees trust determinants in their managers. The procedural justice mediates the influence of employee development on their trust in managers as showed by the results. The mutual understanding between the employer and the employees is increased by the HRM and job satisfaction. HRM and job satisfaction are considered as communication channel between the employees and the employer (Guzzo & Noonan, 1994). The previous researches indicated the mixed finding about relationship between organizational commitment and job satisfaction. The job satisfaction was found to be a significant and important predictor of organizational commitment in some researches (Mannheim et al., 1997; Busch et al., 1998; Chiu-Yueh, 2000, Freund, 2005; Feinstein & Vondraek, 2006). The comprehensive valuations of the employing university, expectations, values and job future formed by the individual employee leads to the development of job commitment to the employer and university. So job satisfaction is one of the important determinants of organizational commitment (Mannheim et al., 1997). Therefore the highly satisfied university employees and workers are more committed to the employer and the university. The scope and potential for HRM is very good and bright in Pakistan. The individual should realize the importance of their work and the organizations and universities should realize the importance of their human assets. In Pakistan, HRM is at immature development stage and needs more development and growth. The following of HRM practices lead to stronger HR in many universities. HR department acts as the bridge between the employee and the employer. The objective and purpose of this study is to investigate and discuss the relationship between HRM practices and the job satisfaction of university employees. HRM professionals are the specialists of employee relations and issues managing selection, recruitment, training, development, health and safety, compensation and evaluation of the employees. Job satisfaction performs many functions and forms the basis and core of most of the HRM activities. A relationship between HRM practices and organizational performance including job satisfaction is established by the strategic HRM researches. The job satisfaction is an important part of organizational research. This study is focused on the determining the impact and influence of HRM practices such as leadership behaviour, teamwork and job autonomy on the job satisfaction. The main determinants of job satisfaction are also investigated in this study. The difference of job satisfaction level among male and female staff is evaluated in this study. There were 500 employees from different universities included in the study sample. 400 questionnaires were received and data from them was analysed. A significant positive link between HRM practices such as leadership behaviour, teamwork and job autonomy and job satisfaction was found by data analysis. The finding of this study showed the different job satisfaction levels among male and female employees. In Pakistan, HRM department is still facing challenges and have to show and prove its added values to the university performance. Some of the main HRM activities are as follows in the figure below.
Training creates multi-skilled employees and improves and increases the job satisfaction level, motivation, productivity and promotion chances of employees. There are two types of training: off-the-job and on-the-job. Off-the-job training refers to the training courses offered and attended by employees away from workplace. On-the-job training refers to the training courses offered and attended by employees at their workplace.

There are four HRM descriptions as below.

**Individual Oriented**
HRM treats every employee as individual and provides programs and services to cover the individual’s requirements and needs.

**Global Oriented**
HRM is not confined to some area or region, but it covers the whole world globally and all and every region of the world.

**Action Oriented**
Effective HRM is more focused on actions and activities in addition to the written procedures, rules and record keeping.

**Future Oriented**
Effective HRM helps the organization for achievement of organization’s goals and objectives in the future through offering multi-skilled, well-motivated and competent employees.

Job satisfaction is the extent of the employees’ affection to his job in the organization (Lease, 1998). Job satisfaction is defined as the extent of the employees’ like (satisfaction) or dislike (dissatisfaction) regarding their jobs (Spector, 1997). Sociologists and psychologists are interested in the significance and functions of job attitudes (Hoppock, 1935). The primary aspect of job attitude is the job satisfaction. The lower rate of job satisfaction is important evidence showing the worse condition of organization or university (Kaya, 1995). Job satisfaction is an important pre-requisite for good and better organizations. The jobs Satisfaction factors are relevant for preventing low job satisfaction level and employees frustration, and if employees are satisfied with jobs then they work harder to show better performance (Manthe, 1976, Boltes et al., 1995). Job satisfaction is a positive pleasurable emotional state resulting from one’s job experience and appraisal (Locke, 1976). Job satisfaction results from perception of employees about the well and better provision of important things and fulfilling of their needs. The absence of job satisfaction leads to the lethargy and lower organizational commitment (Moser, 1997). Absence of job satisfaction predicts and leads to employees quitting the jobs (Jamal, 1997). Job satisfaction is an affective, attitudinal and cognitive response to work and it has an important and positive relationship with organizational outcomes (Spector, 1997).

**CONCLUSION & RECOMMENDATIONS**
It is concluded that the HRM practices in Pakistan are very much related to the employee performance and their job satisfaction. The HRM practices and activities showed significant influence and impact on the employee performance and job satisfaction. As Pakistan is a developing country, so HRM is still at immature stage and is facing many challenges. This led to the low level of job satisfaction and lower employee performance with lower productivity. The reasons for immature stage of HRM and challenges faced by HRM leading to lower employee performance and lower job satisfaction level are the very low literacy rate, lower education level, low skilled employee, lack of training programs, improper appraisal and rewards system, lower insurance and benefits etc.

The job satisfaction level and employee performance can be improved by developing and implementing efficient and effective HRM policies and practices. The efficient and effective HRM activities and practices can lead to the better level of employee performance and job satisfaction. The employees with higher education level and better skills should be recruited and selected. There should be proper postings and allocation according to the education level and skills of the employees. There should be training programs to improve the performance and productivity of the workforce and there should be better insurance system for employees. There should be fair and proper appraisal systems and there should be better benefits and rewards for the better performance of employees. These lead to the improvement of the job satisfaction level of the employees.
REFERENCE


Figure 2. HRM Responsibilities in Pakistani Universities

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<th>Employee recruitment</th>
<th>Employee relations</th>
<th>Redundancy</th>
<th>Training and development of employees</th>
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<td>Evaluation of employee performance</td>
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<td>Workforce management</td>
<td>Total rewards</td>
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<td>Time management</td>
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Figure 3: Conceptual framework of Human resource management