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Implementation of HR Practices in University Teachers of Pakistan

*Rana Jimshaid Asghar, Abdul Qayyum, Arshad Zaheer, Asif Mughal, Sumaira Khalid
Iqra University, Islamabad, Pakistan
*jimshaidasghar@yahoo.com

Abstract: The paper in your hand basically addresses the issue of organizational citizenship behavior in a particular context of Pakistani universities teachers. As education is most neglected area in Pakistan, we want to give better understanding of the concept of OCB. This paper will provide guidelines to researchers, teachers, education sector, and other education related institutions to form such policies which can help to increase the higher education standard. Our sample size is 274 university teachers from both public and private sector, including male and female, age ranges from 25 to 60 and teaching experience ranges from less than one year to 10 years. We have taken different HR practices implemented in universities and we studied their impact on the organizational citizenship behavior with mediating effect of organizational commitment it is found significantly positive from. So, we have concluded that by practicing all these independent variables in an effective and efficient way we can increase organizational commitment and it ultimately positively affect the employee positive and cooperative kind of behaviors i-e OCB

Key words: *Compensation and rewards, Work life policies, Empowerment, Training and development, Organizational commitment, Organizational citizenship behavior (OCB)*

1. Introduction

If we see far away in history we come to know that concept of OCB came into existence in 1983 by organ. OCB than onwards has got very importance in behavioral management field both in managerial side and research side. And from last seven to eight decades a lot of research has been done in this field. Now researchers are giving importance to the employee cooperative and helping types of behaviors which can increase organizational effectiveness (Podsakoff, Mackenzie, Moorman, and Fetter, 1990). These types of behaviors are someone own peculiarity and characteristic that why he is paying more attention to his organization in which he is working and why he is behaving more cooperatively and why he wants to help others. (Koster & Sanders, 2006). In fact these kinds of behaviors are not mentioned in formal job responsibilities or job description and also these kinds of behaviors are not demanded by an average employ (Farh, Zhong & Organ 2004). These kinds of behaviors are not under the head of any formal reward system, but these are very helpful for an organization as said by (Turnipseed & Murchison, 1996). These behaviors can help in innovation, adoptability and these kinds of behaviors are also helpful in resource transformation.

Organ in (1988) identified five facets of OCB: 1. Altruism = It is the helping of an individual coworker on a task or this can be explained as Altruism is that kind of discretionary behavior which motivate employees to cooperate with each other and also help themselves in resolving their on job problems. 2. Courtesy = It can be defined as if a person while working in organization alert other employees for what is happening around and what kind of changes are coming that may effect them and their work. Courtesy can also be defined as that kind of behavior that may not cause work related issues and avoid problems at work. 3. Conscientiousness = These are that kind of behaviors which are related to do something extra, means that behaviors that exceed the job or work requirements, ethics and formal job duties. Or we can say that someone carrying out its duties beyond the minimum requirements. 4. Sportsmanship = We can define sportsmanship as these are that kind of behaviors that someone exhibit by keep on doing work without annoyance and any kind of complain against the unhappy and unwanted circumstances in an organization. 5. Civic virtue = Civic virtue is that kind of behavior that is to take part in organizational practices with the concern of the life of the company as said by Podsakoff, Mackenzie, Moorman & Fetter (1990). Gautam, Dick, Wagner, Upadhyay & Davis (2004) said that organizational commitment is significantly related to OCB or we can say that it is an essential and vital element of the OCB. Being education the most neglected area of study in Pakistan we want to study the impact our five independent variables i-e HR practices on OCB in university teacher of Pakistan.

In our point of view by examining the impact of compensation and rewards and other independent variables on OCB in university teachers of Pakistan we will be able to define the true determinants of OCB in this particular context and it will ultimately help us to find the determinants that will help us in better understanding of OCB in university teachers of Pakistan and help us to increase the level of Organizational citizenship behavior in university teachers. This study will help researchers, management specialists and other stakeholders in order to observe and analyze the compensation and rewards and their supposed impact on the organizational commitment and as a whole on OCB. So, in this way it helps to give factors that can influence the quality education in Pakistan.

2. Literature Review

Literature relevant to Compensation and rewards, Work life policies, Empowerment, Training and development and its supposed effect on Organizational commitment is discussed here and ultimately OCB and organizational commitment are also discussed as it is read in literature.

Training and Development: Training is considered as an important factor to create a good and prosperous relationship between employees of the organization and its management (Kallenberg & Moody, 1994). Organizations in today's era of fierce competition spend their resources in training of its employees and their development so that they can compete in market and to achieve their strategic and tactical goals (Antonacopoulou, 2000). Liu (2007) & Western (2000) said that satisfaction from training is a vital factor among other factors of organizational commitment which had positive impact over it. In any organization training and development policies operated for the employees can be helpful for the attainment of organizational objectives and long term goals, but only if these programs are operated in a line specified for training needs. These kinds of training and development plans are helpful in retaining skilled, experienced and professional employees (Stassen & Templer, 2004). As said by Baalen & Hoogendoorn (1999) good and effective training methods can increase the training outcomes as per the requirement of the organization but only if the focus is to integrate between practical work and training methods. Noe, Hollenbeck, Gerhart & Wright (2002) say that in current era of tough competition survival is of the fittest and employees are the main driver of the organizational competency so, as these drivers can be utilized effectively the competence of the organization will increase. So, in this respect universities are developing the competency of their faculty (McNaught & Kennedy, 2000). Education skills of the teachers should be increased in order to increase the student understanding and effective study as Webb said in (1996). They identified that training and development opportunities are needed for the employee competency and overall organizational competency. So, we concluded that if the training and development opportunities in an organization are up to the mark and as per the requirement of the organization these will have positive impact on organizational commitment.

Work Life Policies: If we discuss work life policies than we came to know that cooperative and friendly work life policies should be adopted to decrease the chances of conflict at workplace. Studies that try to enlighten the role of adopting family friendly policies and procedures in organizations are frequently based on neo-institutional theories (Kossek, Dass, & DeMarr, 1994; Goodstein, 1994; Ingram and Simons, 1995). Many other studies related to work life family friendly policies had focused mainly over cost incurred over such arrangements and benefits received (Den Dulk, 2001; Dex and Scheibl, 1999; Glass and Fujimoto, 1995; Holterman, 1995). Greenhaus & Beutell (1985) said that it is the difference between job or work responsibilities and the family bindings that creates the problem. In Recent era many researchers by knowing the importance of work and life policies did a lot of work in this field. And they ascertain that such type of policies should be made that satisfy and address the individual circumstances of the employees (Lilley, 2004) because we can get things done from the employees only in a way if we will be able to realize them that organizations are possessive to them and that they think and care about them. Hall & Liddicoat (2005) said that in both developing and underdeveloped countries, with the increase of families in which both member of the family are earning and due to the increased number of female workforce and with the increase in aged dependent and due to all of this decrease in labor pool, most of the working class have their own respective family responsibilities. In this particular context researchers also say that flexible timings and working conditions of the workplace are also significantly important. Now a day's organizations have to accommodate

its employees who don't have access to childcare centers and now organizations are taking steps towards it and organizations are now also showing their keen interest in programs that are to assist its employees (Dockel, Basson, & Coetzee, 2006). It was also found that though having work and life problems, sometimes workers might show organizational commitment but only if they think that organizational decisions are fair and if they are treated fairly without any discrimination (Siegel and Hambrick, 2005). Here is another school of thought that states that spending time at workplace can also be a resultant of employee commitment so we can develop such kind of work life policies that can increase the flexible, attractive and easy workplace environment (Lee and Hui, 1999).

Empowerment: Unavailability of clear dimensions made empowerment a tough concept to define. Recent studies state that if organizations are wanted to deliver quality services and products, empowerment given to the employees has a significant effect in that (Samat, Ramayah, & Saad; 2006). We can define empowerment as it is the process that in fact motivates the workers in such a way that they can use best of them in respect of their experiences, capabilities and their technical and personal skills by giving them authority and power (Eccles, 1993). Organizations that are providing services in services sector are considering more intensely giving empowerment to their employees to give quality service to the customers (Cacioppe, 1998). Dealing with the global business situations employee empowerment has got more importance (Foote, Seipel, Johnson & Duffy, 2005). Aycan, Kanungo, Mendonc, Deller, Stahl & Kurshid (2000) describe empowerment as it is to relate emotional level which could be a relational or motivational. Relational empowerment is related to management style and participation in decision making while the motivational empowerment relates with individual and personal. (Barbee and Bott, 1991) describe that empowerment helps to gain the responsibility. Studies show that organizations are focusing on empowerment to run the training programs for the development of self-leadership. Many organizations are now a days working on employee empowerment that how to improve it and how to implement it in such a way that it will act accordingly as the organizational goals but yet there is a need to do considerable improvements (Deery, 2008).

Empowerment plays a vital role in developing high level of interest among employees and trust of employees over management (Moye & Henkin, 2006). If management includes employees into decision making process it creates a sense of responsibility in employees and they act positively in achievement of customer satisfaction (Jarrar & Zairi, 2002). If teachers are given empowerment it will help them to improve their leadership skills and creates a sense of belongingness with the university and ultimately it will help them to improve their professional life (Dee, Alan, Henkin & Duemer, 2003). Empowerment practices implied in organizations effect positively on commitment of employees and it leads to satisfied workforce (Lee, Nam, Park, & Lee, 2006).

Compensation and rewards Opportunities: When employees enter into an organization they receive different types of rewards that serve as the primary attributes for describing and evaluating their work context as said by (Barnard, 1938).

Equity theory discusses that individuals have a natural tendency to compare themselves with others based on the ratio of their outcome e.g. pay to input and work efforts etc (Adams, 1965). However, an important particular of equity theory is the choice of referent others for comparison Furthermore, they contend that dissimilar others (e.g. expatriates) can be considered as social referents as long as they are somewhat relevant and compensation information about the referent is readily available (Kulik & Ambrose, 1992). Existing research suggests that affective commitment develops as employees experience positive treatment by their organizations in case of compensation and rewards (Meyer and Allen, 1991) and that a positive relationship exists between organizational commitment and fairness in the organization in case of compensation and rewards (Dailey & Kirk, 1992; Greenberg, 1990; Sweeney & McFarlin, 1993). This means that commitment develops as a result of experiences that satisfy the employee needs and these are compatible with their values (Porter, Steers, Mowday & Boulian, 1974). The positive treatment is often experienced through employees' exchange relationship with their management in the form of compensation.

Organizations may increase commitment of the existing employees by strategically managing the types of rewards they provide to employees with different cultural values (Williamson, Burnett & Bartol, 2009). One of the challenges associated with managing a diverse workforce is that employees with different cultural backgrounds may view and evaluate the same workplace differently so, in this respect the importance of

compensation and rewards system increases to avoid the cross cultural, favoritism and racism problems. Though there are numerous definitions of culture, there is a general acceptance that culture embodies a system of values that play an important role in shaping individuals' attitudes and behavior (Chao, & Moon, 2005).

Organizational Commitment: Lot of research has been done by many researchers on this topic and they explain its results that Organizational commitment is considered as a vital construct to understand about a workers work related behaviors like OCB (Irene, 2009). Allen Meyer explain it in (1991) personal behavior toward organization (low productivity) Organizational productivity & commitment are significant concept commitment have bad impact on productivity explain by Meyer and Allen (1991) their work have high impact in explaining organization commitment three component and disadvantages of changing the organization.
Affective organizational commitment can be defined from three perspectives

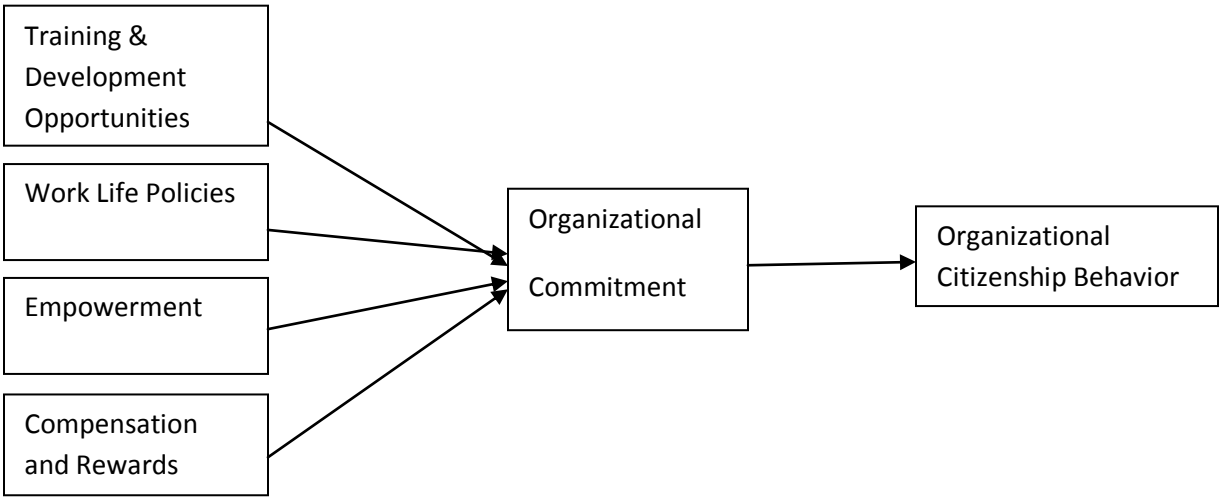
- Employees have strong believed in the organization and should have the understanding of the objectives of the organization.
- Employee is willing to give its best effort for the completion of goal acting on behalf of its organization.
- Employee shows its eager desire to work with the organization and shows his or her loyalty with the organization and work at his best to achieve organizational goals. "The employee's emotional attachment to, and identification with, and involvement in the organization, Continuance commitment "an awareness of the costs associated with leaving the organization" and normative commitment "is the perception of a worker to continue to work with the same organization." (Meyer & Allen, 1991).

So, we can say that organizational commitment is fruitful for the employer because if a worker shows organizational loyalty and commitment towards organization it will decrease absenteeism rate that will help in lower turnover and ultimately helps in increasing the productivity of the organization (Jernigan, Beggs & Kohut, 2002).

Organizational Citizenship Behavior: If we take a broader view of research done in history over this topic we come to know OCB (organizational citizenship behavior) provides a kind of social lubricant in organizational effectiveness on the other hand environment of the organization plays a key role in enhancing OCB because the environment is a key factor of the organization that creates perceptions among employees so that employees engage them more effectively to show their keen interest and enthusiasm to be the part of that specific group which is showing organizational citizenship behaviors (Dimitriades, 2007). Koc & Torlak (2007) identified that middle level manager should pay special attention to these kind of behaviors as having interaction with lower level employee and higher management as well, because it has been seen that customer satisfaction, customer perception and overall organizational effectiveness are positively related to OCB and it also improves the quality of the service i-e in our case education deliverance.

If we see in the particular context of teachers we come to know that perceptions of teachers about OCB changes according to the circumstances i-e their seniority and gender as well, moreover because it is the area where elements i-e teachers are well educated they had positive and knowledgeable opinion regarding OCB (Yilmaz & Tasdan, 2009). Gonzalez & Garazo (2006) described that OCB is an ingredient of very crucial importance for the managers of today because it has significant effect on organizational performance. So, as per the requirement of the current tough competition scenario extra importance is now given to understand and how to tackle these kinds of behaviors that can have a significant effect on performance of an organization in all aspects (BCrk, Harp & Merkezi, 2007).In lecturer case we can observe and can analyze organizational citizenship type behaviors at work when they are competing among others (Munene and Kagaari, 2007).

Research Model



Hypotheses

H1. Training and Development opportunities have positive relation with organizational commitment.
H2. Work- Life Policies have positive impact on organizational commitment
H3. Empowerment is positively relates with organizational commitment.
H4. Compensation and rewards are positively relates with organizational commitment.
H5. Organizational commitment is positively related with organization citizenship behavior.

3. Methodology

Measuring instruments: A 49-item questionnaire was used to assess variables in which we recorded respondents view regarding to the determinants of organizational commitment and then the organizational citizenship behavior as the outcome of organizational commitment. In our questionnaire we used 5 point Likert scale for variables to measure respondent's possible responses from 1=strongly disagree to 5=strongly agree.

Six items for training and development variable were adopted which were developed by the (Rogg, Schmidt, Shull & Schmitt, 2001). Four items for work-life policies were adopted which were developed by the Paré, Tremblay & Lalonde, 2001). Five items for empowerment practices were adopted which were developed by the (Tremblay, Rondeau, and Lemelin, 1997) five items for compensation were adopted which were developed by (Tessema and Soeters, 2006). Six items of reward were adopted from the scale developed by (Robult, Caryl, and Farrell, 1983)**.** Eight items for organizational commitment were adopted that was developed by the (Porter et al., 1974). Eleven items was adopted for the organizational citizenship behaviors that were developed by the Podsakoff, 1991

Sample: The sampling technique used in this research is PURPOSIVE in nature because the data is collected from the universities teachers of the Islamabad, Pakistan. The sample size was of 300 whereas 275 respondents provide the feedback. The demographics consider in this study are years of employment, qualification, native language, marital status, gender and age.

4. Results

Table 1: Corelation Analysis (N: 275)

		Mean	Std. Deviation	TD	WLP	EP	COMP	RWD	OC	OCB
TD	Pearson Correlation	3.1333	.73052	1	.272(**)	.305(**)	.077	.026	.479(**)	.020
	Sig. (2-tailed)				.000	.000	.204	.667	.000	.741
WLP	Pearson Correlation	3.0136	.75578	.272(**)	1	.666(**)	.603(**)	.543(**)	.198(**)	.410(**)
	Sig. (2-tailed)			.000		.000	.000	.000	.001	.000
EP	Pearson Correlation	2.6327	.73670	.305(**)	.666(**)	1	.779(**)	.697(**)	.405(**)	.656(**)
	Sig. (2-tailed)			.000	.000		.000	.000	.000	.000
COMP	Pearson Correlation	2.5964	.73444	.077	.603(**)	.779(**)	1	.822(**)	.337(**)	.678(**)
	Sig. (2-tailed)			.204	.000	.000		.000	.000	.000
RWD	Pearson Correlation	2.5303	.71982	.026	.543(**)	.697(**)	.822(**)	1	.386(**)	.677(**)
	Sig. (2-tailed)			.667	.000	.000	.000		.000	.000
OC	Pearson Correlation	2.5932	.56572	.479(**)	.198(**)	.405(**)	.337(**)	.386(**)	1	.636(**)
	Sig. (2-tailed)			.000	.001	.000	.000	.000		.000
OCB	Pearson Correlation	2.4347	.54081	.020	.410(**)	.656(**)	.678(**)	.677(**)	.636(**)	1
	Sig. (2-tailed)			.741	.000	.000	.000	.000	.000	

OCB= Organizational Citizenship Behavior OC= Organizational Commitment COMP= Compensation RWD= Reward TD= Training & Development Opportunities WLP=Work-life Policies EP=Empowerment Practices

The above table is showing the mean, standard deviation and correlation values between the independent, intervening and dependent variables. Mean and standard deviation of organizational citizenship behavior is 2.4347 and .54081.Then there is organizational commitment its mean and standard deviation is 2.5932and .56572 and the correlation value between OCB and OC is .636 (**).Then the training and development opportunities mean and standard deviation value is 3.1333 and .73052 and the correlation value between training and development and OC is .479 (**).Work-life policies mean and standard deviation value is 3.0136 and .75578 and the correlation value between the WLP and OC is .198(**).Empowerment practices mean and standard deviation value is 2.6327and .73670 and the correlation value between the empowerment practices and OC is .405 (**). Compensation mean and standard deviation value is 2.5964 and .73444 and the correlation value between the compensation and OC is 1. Reward mean and standard deviation value is 2.5303 and .71982and the correlation value between the compensation and OC is .386(**). So these values show the positive relationship among the variables.

Table 2: Regression Analysis

Independent Variables	Beta	T	Sig.
Training and Development opportunities	.498	9.472	.000
Work-life Policies	.252	3.860	.000
Empowerment Practices	.120	1.369	.172
Compensation	.21	.215	.830
Reward	.409	4.823	.000

N : 275	R square: .634	Adjusted R square: .402
F: .391	Significance: .44151	Dependent Variable: Organizational Commitment

The above table shows the regression analysis. In this table training and development opportunities, work-life policies, empowerment practices, compensation and reward are the independent variables and organizational commitment is the dependent variable. The R square value is .634, F value is .391and the significance is .44151. T values are also very significant so it proves that training and development opportunities, work-life policies, empowerment practices, compensation and reward have the positive impact on the organizational commitment.

Table 3: Regression Analysis

Independent Variables	Beta	t	Sig.
Organizational commitment	.636	13.632	.000

N : 275	R square: .405	Adjusted R square: .403
F: .636	Significance: .000	Dependent Variable: Organizational Citizenship Behavior

In the above organizational commitment is the independent variable and organizational citizenship behavior is the dependent variable. The R square value is .405, F value is .636 and the significance is .000.T values is also very significant so it confirms that organizational commitment has the positive impact on the organizational citizenship behavior.

5. Conclusion

From overall above discussion it is concluded that all four independent variables taken have positive significant relation with the organizational commitment so, we can enhance the organizational commitment of an organization by practicing these four independent variables in case of education sector and on the other hand we also come to know from literature that organizational commitment is positively linked with OCB So, if organizational commitment is attained in a well mannered and an effective way it will definitely positively increase the OCB among teachers. We suppose that in a particular context of Pakistani university teachers OCB of teachers can be boosted by having proper compensation and rewards system and all other related facets.

Managerial Application: From the above said discussion and literature review we can have a detailed knowledge of the determinants of organizational commitment and overall for OCB. And by practicing a proper compensation and reward system we can enhance the level of OCB in the university teachers of Pakistan. The paper in your hand will definitely helps our respected readers, other researchers working in the same field particularly in the context of Pakistani universities teachers but as we have discussed our literature above it not only covers the education context but have a wider applicability. This study also contributes in assessing the factors that increases the organizational commitment means the role exhibit by the training and development opportunities, work-life policies, empowerment practices and compensation and rewards system in enhancing the organizational commitment that ultimately boost the organizational citizenship behavior of teachers in Pakistan universities. This study will also help researchers and mangers working in some other sector, industry, and organization, to implement the above said findings in other sectors of businesses because OCB is a wide topic and needs to be researched in other sectors as well. So, the combined effect of entire independent variables on organizational commitment can be observed in other sectors as well

Future Recommendations: In our research we have taken only four determinants of organizational commitment but there may be other determinants of organizational commitment such as career development opportunities, insurance policies, social benefits etc. and on the next step we have the organizational commitment as the mediating variable in between four independent variables and organizational citizenship behavior but there can be other predictors of OCB as well. It can be further operationalised by considering the B2B and B2E approach etc. Although we have a literature support of all variables but as was said by Aycan et al. in 2000 that Pakistan is an under reached country so, we can also see the impact of above discussed

variables in insurance sector, telecom sector, services sector, manufacturing sector and Government sector as well. So, in this way research knowledge in Pakistan can be boosted and not only in Pakistan this research is equally important and beneficial for other countries in general business sector and education sector because there is no major difference between the education sector of Pakistan and the other countries and preferences of the teachers, lecturers, and professors working there are the same almost.

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