
Human Resource Practices for Job Satisfaction:A Study on Public Sector Universities of Pakistan

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ABSTRACT

The success of the employee has an impact on morale when implemented in the best way possible. Organizational behavior studies pay close attention to motivation, the work satisfaction of workers and their effect on organizational performance. Several studies have been performed to research the impact of motivators on the satisfaction of employees. The goal of this analysis is to evaluate the impact on organization's efficiency of motivators (combined effect and component effect). Also analyzed is the mediating role of work satisfaction between the drivers (combined impact and impact of components) and organizational efficiency. Data were obtained by self-administered survey by sampling all universities in the public sector of the Southern Punjab, Pakistan. To construct the questionnaire, likert scale has been used. In addition, the data analysis was based on different statistical methods. Studies have shown that the motivator (combined effect and component effect) have a clear and positive relationship with the organizational efficiency. More work satisfaction as mediator has a direct influence on the success of organizations between motivators (combined effect and effect of components).

Keywords: Job Satisfaction; Organizational Performance; Growth; Achievements; Employee Motivation.

1. Introduction

Research is needed for lives and human resources that make a difference between two organizations, are among the most significant and valuable resources (Nadeem et al. 2012). Pursuant to Pang & Lu (2018), the well-structured motivational programmer plays a significant role in sustaining human capital and directly influencing employee satisfaction. Factors of motivation play a significant role in the employee satisfaction, leading workers to do their best for organization (Ahmed et al., 2010).

Choong et al., (2011) stated that numerous studies were carried out on morale, employee satisfaction and organizational efficiency, all of which are interdependent on one another. The level of motivation is different from one employee to another, as some people are satisfied with higher authorities while others are satisfied with flexible work schedules (Nadeem et al., 2012). If introduced in the right manner for the workers, motivation influences the workforce's efficiency (Guleryuz et al., 2008).

The theory of Herzberg's two factors (1959) is the theory of the factors that play a key role in ensuring the happiness of employees. Motivation is a major problem for the organizations' leaders according to Funmilola et al., (2013), because the reasons that motivate workers are not considered by organizations, and thus their work dissatisfaction and their level of motivation is declining day by day also (Lut, 2012). Motivation affects employee satisfaction and motivation is given only for happy workers, but how their workers are happy is a concern for organizations.

This research describes motivators / intrinsic factors that play a major part in the happiness of employees. In addition, the research also explores the effect on organizational efficiency of motivators / intrinsic factors. It also explores the mediating role of work satisfaction among the motivators and corporate efficiency. The study proposes to establish policies in southern Punjab-Pakistan for the public sector universities by emphasizing factors that play a key role in motivation for employees.

2. Literature Review

2.1 Job Satisfaction

Employment satisfaction is a sense of person's sense of work that increases organizational responsibilities (Espinosa and Rakowska, 2018). Satisfied workers add to the organization's success as they stick to it and make their full use of it. Herzberg's 1966 concentrated emphasis on motivator components and hygiene factors that play a major role in increasing employee satisfaction. Unhappy workers have adverse impacts on the efficiency of other employees (Sonmezer and Eryaman, 2008). The pleasure of work is one of the main elements from an organisation's viewpoint according to Feinstein (2000). The business plays a significant role with happy workers more rapidly (Malik, 2013). The evaluation of job satisfaction has two ways of having consequences: one on the employee and another on the organization by which each person can measure its level of performance and take the measures required to enhance its performance (Briones et al., 2010).

Different research (Hoigaard et al., 2011) suggests that violent behaviors have a crucial effect on the work of employees. The essence of work has changed, and workers expend much of their time on jobs due to their competitive climate (Latha and Dass, 2012). Few works has been conducted to assess job satisfaction rates (Rehman et al., 2010) and this is still the topic of a review

2.2 Motivator

Motivation is a phenomenon that encourages people to put their best possible effort into organizing themselves (Pang and Lu, 2018). Motivation is a trigger for a person's success based on intrinsic and international motives in compliance with (Law et al., 2017). Employees deserve not only compensation, but recognition for their work as well (Smith, 2011). For these companies that adopt a motivational programme focused on gratitude and acknowledgement of their workers, employee level output is very high (Khan et al., 2011).

Imran et al., (2014) suggests that rivalry between companies is through day by day and thus organizations are offering their employees various rewards / incentives simply to encourage their employees (Ajmal et al., 2015). Recognition is one of the main components in inspiring workers (Tessema et al., 2013). Chutia (2013) suggested that workers are not only working for income, but they also need job recognition and good management organizations invest in their workers, a real productivity source (Alhaji and Yusoff, 2012).

The Lut (2012), states that various variables contribute to the motivation of workers and each variable has its independent meaning. Hussain and Bashir (2013) believed that expectations and aspirations make it hostile for workers to do something that encourages research.

2.3 Organizational Performance

People find organization performance to be a valuable commodity in today's age (Kiarie et al., 2017), and organizations spend huge amounts on people, since human performance eventually improves organisation performance (Khan et al., 2011). Leistung (2002) can be described as the state of the organization's competitiveness, reached through an efficiency and productivity level which guarantees a lasting presence on the market.

Gavrea et al., (2011) notes that organizations, which play a major role in our daily lives and are a key component for developing nations. Organizations carry out various measures to reach their organizational objectives (Jenatabadi, 2015). Engagement is a method used to boost the organization's efficiency level (Memari et al., 2013). This also halts workplace turnover. The dedicated workers are the real resource in today's dynamic market climate (Leow and Khong, 2009) and they play an important role in improving the efficiency of the company.

2.4 Relationship between Motivators & Job Satisfaction

Feinstein (2000) has revealed the appreciation of workers' efforts. Good membership among groups is found to enhance job satisfaction (Mosadeghar, 2008). The strong positive correlation between employee performance and recognition exists, as stated by Bradler et al., (2014). The workers are happy to see their employers in form of recognition, rewards and benefits according to Mutia and Sikalieh (2013).

The motivating relationship and job satisfaction are very important, as a corporate asset for motivated employees (Ahmed et al., 2010). Satisfaction is one factor in the organizational effort of the employees (Khan et al., 2013). Compared to other resources, happy employees are important, and organizations use various tools to satisfy their employees, including recognition, retribution, training, bonus, and salary increases (Saleem et al., 2010).

Maharjan (2012) has shown that motivated and performed better are the only satisfied staff members. Numerous research was carried on in order to comprehend the motivation and their influence on job satisfaction (Hussain et al., 2011). The relationship between job satisfaction and motivation has been defined by researchers because they are interconnected (Ahmed and Islam 2011).

2.5 Relationship between Motivators & Organizational Performance

Employees are a big resource (Yeh & Hong, 2012) and the degree of engagement of employees is very significant. Emerka et al., (2015) claim that high pay is one of the most powerful instruments that influence individuals and play a key role in improving the performance of employees. The morale of workers is one of the biggest challenges faced by the organizations (Iqbal et al., 2013). So, that organizations concentrate on rewarding and engaging their staff.

Organizations invest in their workers and provide them with new technologies to accommodate those (Raeespoor et al., 2015). Asim (2013) reported that devastated workers are not ready to function effectively. Ultimately, if workers meet their goals the success of the company will be counted. The organizations managers will fulfill their dependents and make the most of them through creation of appropriate strategies (Dobre, 2013).

2.6 Relationship between Job Satisfaction & Organizational Performance

Owing to their position in internal clients and their role in achieving goals, happy workers have an impact on the organizational performance (Chen et al., 2006). Early studies found that work satisfaction is correlated with compensation, productivity, personal development, and the connection between the employee and his supervisor according to Hong and Waheed (2011). Gesinde and Adejumo (2012) found that employee satisfaction is a significant factor for remaining on the job. Job satisfaction is an individual's emotional response (Khan, Ramzan and Butt, 2013).

Job satisfaction is a contributing factor to the long-term success of the company (Sirimaand Poipoi, 2010.). Trust in employee organization relation also plays a crucial role (Kashefi et al., 2013). Pandey and Khare (2012) has found that different factors such as wages , bonuses, the working environment, acknowledgement of employment, etc. play an important role to satisfy the employees. Research (Choong et al., 2011) has shown that the efficiency of committed workers is high relative to other employees to achieve organizational objectives. Skill employees (Latif et al., 2013) are an advantage that makes a difference in the use of their expertise between two organizations.

3. Research Methodologies

Present analysis is an explanatory study that describes motivator and organizational performance's relationship between cause and effect while fulfilling function as a mediator. All Southern Punjab-Pakistan Public Sector Universities are a sample of this report, although their faculties are a population.

Data were collected using a simple random sampling technique using a self-administered questionnaire. Only 600 (600) respondents replied out of eight hundred (800). SPSS programmed (Version 16.0) was used following the coding of the data obtained for the current study.

4. Data Analysis and Discussion

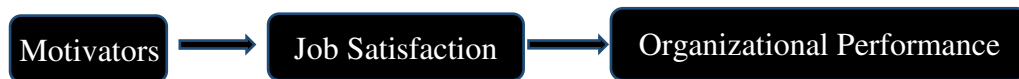
To interpret the data for this study , different statistical methods were used before the regression analysis was performed (i.e., reliability test, correlation analysis, missing values test , normality test, linearity test, sample adequacy test).

4.1 Multiple Regression Analysis

By using the multiple regression method, the relationship between independent, dependent and mediation variables was tested in all the assumptions with a hypothetical framework. Regression testing reveals the influence on the dependent variable by the difference in the value of the independent variable. This research tested motivators (conjunct effects and part effects) in the presence of job satisfaction in the organization's success as a mediator.

4.1.1 Influence of Motivators (combined effect) on Organizational Performance with mediation of Job Satisfaction

Preliminary consideration is given to the impact of motivators (combined effects) on organizational efficiency and job material mediation. The result value of regression examines the importance between variables at the 0.000 level. This figure indicates direction while the product of the table is shown:-



Model		R Square	F	Beta
1	Motivators	.123	86.613 (.000)	.350 (.000)
2	Motivators	.330	146.770 (.000)	.505 (.000)

Figure No.1: Direction of Motivators (I.V), Organizational Performance(D.V.) and Job Satisfaction (M.V)

- a. Predictors: (Constant), Motivators
- b. Predictors: (Constant), Motivators, Job Satisfaction
- c. Dependent Variable: Organizational Performance

Table No.1:Regression Analysis of Motivators (I.V.), Organizational Performance(D.V) and Job Satisfaction (M.V)

Regression Model Equation: $Y = \alpha_0 + \beta X + \epsilon_0$

The figure for R-Square, i.e. 0.330 in model No.2, reflects the share of the variance in the organizational output when motivator influence it as a mediator in the presence of job satisfaction. F tests show that the model is suitable for data. F tests are important Beta value indicates that one 1% change in the motivator values (combined effect), in the presence of mediators, affects 50.5% change of the organizational output (i.e., work satisfaction).

Mediation analysis can be calculated as: $[(\beta_{\text{direct effect}} - \beta_{\text{indirect effect}}) / \beta_{\text{direct effect}}] \times 100$

Where

$$\begin{aligned} & [(0.350 - 0.505) / 0.350] \times 100 \\ & [0.155 / 0.350] \times 100 \\ & = 44.28\% \end{aligned}$$

When a direct relationship was examined, the standardized beta value of incentives (combined effect) and organizational performance was 0,350. The value of beta, however, is 0.505 if the motivators' relationship (combined effect) and organizational performance were examined as mediator and association strength 44.28 per cent of direct effect in the case of job satisfaction.

4.1.2 Influence of Components of Motivators on Organizational Performance with mediation of Job Satisfaction

Thereafter, the influence of recognition, growth & achievements as component of motivators on organizational performance with the mediation of job satisfaction is examined and the outcome value of regression explore the significance between variables at 0.000 level. Following figure shows direction while table shows result:-



Model No.		R Square	F	Beta
1	Recognition – Organizational Performance	.257	206.347 (.000)	.506 (.000)
2	Recognition – Job Satisfaction - Organizational Performance	.372	176.554 (.000)	.406 (.000)
1	Growth - Organizational Performance	.091	60.029 (.000)	.302 (.000)
2	Growth – Job Satisfaction - Organizational Performance	.338	152.274 (.000)	.518 (.000)
1	Achievements - Organizational Performance	.031	19.203 (.000)	.171 (.000)
2	Achievements – Job Satisfaction - Organizational Performance	.321	141.025 (.000)	.121 (.000)

Figure No.2: Direction of the components of Motivators (I.V), Organizational Performance(D.V.) and Job Satisfaction (M.V)

- a.Predictors: (Constant), Recognition, Growth, Achievements
- b.Predictors: (Constant), Recognition, Growth, Achievements, Job Satisfaction
- c.Dependent Variable: Organizational Performance

Table No.2:Regression Analysis of the components of Motivators (I.V.), Organizational Performance(D.V) and Job Satisfaction (M.V)

At Model No.2 of the above-mentioned table, value of R-square i.e. 0.372, 0.338 & 0.321 represents the percentage of variation arising in organizational performance when recognition, growth & achievements respectively influence on it in the presence of job satisfaction as a mediator and also shows the strength of their relationship.

F test is significant which reveals that the model is acceptable for data. Values of beta shows that one (1) percent change in the values of recognition, growth & achievements influence 40.6%, 51.8% & 12.1% respectively change in organizational performance in the presence of mediator (i.e. job satisfaction).

Mediation analysis can be calculated as:

$$[(\beta_{\text{direct effect}} - \beta_{\text{indirect effect}})/\beta_{\text{direct effect}}] \times 100$$

(For recognition – job satisfaction – organizational performance)

Where

$$[(0.506 - 0.406)/0.506] \times 100$$
$$= 19.76\%$$

The standardized beta value of recognition and organizational performance was 0.506 when direct relation was examined. However, value of beta is 0.406 when relationship of recognition and organizational performance was examined in the presence of job satisfaction as a mediator and strength of association is 19.76% of direct effect.

$$[(\beta_{\text{direct effect}} - \beta_{\text{indirect effect}})/\beta_{\text{direct effect}}] \times 100$$

(For growth – job satisfaction – organizational performance)

Where

$$[(0.302 - 0.518)/0.302] \times 100$$
$$= 71.52\%$$

When direct relationships were examined, the standardized beta value of growth and business performance was 0.302. However, beta value is 0.518 when recognition relation and organizational performance are considered as mediator and association strength is 71.52 percent direct effect in the presence of job satisfaction.

$$[(\beta_{\text{direct effect}} - \beta_{\text{indirect effect}})/\beta_{\text{direct effect}}] \times 100$$

(For achievements – job satisfaction – organizational performance)

Where

$$[(0.171 - 0.121)/0.171] \times 100$$
$$= 29.23\%$$

The standardized beta value of achievements and organizational performance was 0.171 when direct relation was examined. However, value of beta is 0.121 when relationship of achievements and organizational performance was examined in the presence of job satisfaction as a mediator and strength of association is 29.23% of direct effect.

5. Conclusion

The current study analyses the combined effect and the component impact of the motivator in the presence of job satisfaction. Beta value was defined at 0,505 in the presence of job satisfaction in the mediation of the relationship between the motivator (combined effect) and the organizational results. Nevertheless, when a direct interaction had been observed, the standardized beta value of the motivators (combined effect) was 0.350. The relationship between motivators et organizational performance was $(0.350 \text{ CAD } 0.505)/0.350 \times 100 = 44.28$ per cent direct impact in the presence of the mediator (i.e. job satisfaction).

This means that the relationship between motivators and the organizational performance was powerful. Beta value has been found to be 0.406 in the sense of motivator (i.e. appreciation, development & efficiency) components (i.e. development & accomplishments) and organization's results, with job satisfaction as mediator. When this was addressed, beta value was 0.518 in the presence of a mediator.

Furthermore, when a direct correlation was observed, the standardized beta value for motivator components (i.e. appreciation, increase & efficiency) and organization's output was 0.506, 0.302 and 0.171. In the presence of the mediator $[(.506 \text{ fine})/0.506]*100= 19.76$, $[(0.302 \text{ fine})/0.302]*100=71.52$ & $[(0.171 \text{ tic}/0.171]*100=29.23 \text{ fine}$), 19.76%, 71.52 & 29.13% of the direct effect respectively. In that context, $[(0.107 \text{ fine})]$ the relations between recognition, growth & achievements as well as the organizational achievement of a mediator was $[(0.506 \text{ faster than } 0.406)$.

5.1 Policy Implication

Based on the findings, this study recommends that universities of the public sector in Southern Punjab-Pakistan concentrate on their employees and implement strategies by targeting components such as appreciation, growth and efficiency as well as including some other components, such as development & cooperation, in order to increase their employee's employee satisfaction.

5.2 Research Contribution

Current work primarily aims to bring job satisfaction between motivators (combined impact and impact of components) and organizational efficiency. Results show that work satisfaction intermediates motivators and market success (combined effect and part effect).

5.3 Future Research

Study suggests that future study can be carried out by that the components of the motivator, such as improvement, working itself or other variables which are of critical importance to employee satisfaction. In fact, the area of study can be extended.

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