

Impact of HR Practices on Performance of Teachers in Colleges of Azad Kashmir

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Abstract: *This study is aimed to determine the impact of Human Resource practices on the performance of college teachers in two districts of Azad Jammu & Kashmir. Four practices namely recruitment & selection, performance appraisal, compensation and training were taken as independent variables while teacher's performance was taken as dependent variable Data were collected through structured questionnaire containing a five point likert scale. Sample of this study was consisted of 100 teachers from four colleges of two districts of AJ&K. Simple random sampling was used as a sampling technique and this study was cross sectional in nature. Descriptive statistics (mean & standard deviation) and linear Regression, were used for various analyses of this study. The findings of the research revealed that HR practices are significant predictors of teacher's performance. The results of this study showed that HR practices have a considerable impact on the performance of college teachers.*

Keywords:-Human Resource Practices, Teacher's Performance, Recruitment & Selection, Compensation, Performance Appraisal, Training.

Introduction

Human resources are considered the most important and valuable assets of any organizations. Competitive advantage and dominance can only be achieved through competent, loyal, devoted and committed human resources. Colleges are established with the core objective of advancing and disseminating the knowledge for the benefit of mankind with a view to produce the individuals blessed with quality education and knowledge and hence the up gradation of whole society. Teachers are expected to be the nation builders as they are very similar to the pillars of a building which bears the whole of it. Competent and knowledgeable teachers are one of the greatest blessings for any country because their potential contributions can uplift the nations to the commanding heights of progress and developments. Teachers contribute to a large extent in the

development of institution and nations so these are considered to be the life blood of educational and economic development of any nation. Their performance matters a lot not only for themselves but also for their colleges/institutions as well.

There are many factors which affect the performance of these intellectuals of society and most important of these, are human resource practices. According to Tiwari R & Saxena, K (2012) HR practices refer to those organizational activities which are directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. Now a day's organizations are recognizing the importance of these most valuable resources by focusing on HR practices. Cook,(2005) discussed that human capital development is being focused by many organizations by introducing and promoting certain HR

practices like HR Planning, Performance evaluation, recruitment and selection procedure of employees.

Management of human resources include policies, procedures and practices such as recruitment and Selection practice, Compensation practice, promotional policies, and training and development aspects. Number of research studies has been conducted to find the impact of HR practices on employee retention, employee performance and organizational performance. Hong et al., (2012) found a significant relationship between HR practices and employee retention.

Bibi et al., (2012) found that HRM practices have a significant impact on employee's performance and job satisfaction. Wright et al., (2003) found that HR practices have a significant impact on operational measures of performance. Delaney & Huselid (1996) suggested that methodological issues should be considered while examining the relation between HRM system and firm's performance. HRM consists of policies, procedures and system which have an impact on the performance of employees (Gerhart, et al, 2007).

Human resources are considered the backbone and strength of any organization and to make them competitive and effective, organizations are focusing on their HR practices in order to get better performance from them. Training is an important practice of any HRM system as it improves and develops the skills and makes the employee more efficient and seasoned. Training can be given in any form such as on the job or off the job. Employees feel more confident and perform the job tasks more efficiently.

Compensation is another important aspect of HRM system as it has been found in numerous research studies that better compensation procedures improve the performance of employees. Performance appraisal procedure does have a significant

impact on employees' performances. This aspect is being highly recognized. Teachers are said to be the role models and education catalysts, so the institutions try to frame and execute such HR policies which can enhance and improve the performance of academicians. Standards in education greatly depend on capable and competent human resources, therefore institutions are focusing on introducing most appropriate recruitment and selection policies. Job description and job specification are given more importance and individuals are kept aware about these two aspects. Performance appraisal practice is another important HR activity which has a significant impact on employee's performance and this practice is also being greatly considered by management. Compensation practices which include incentive and salary system is now the centre of attention particularly in educational institutions.

According to Ahmed & Shahzad (2011) AJK is an underdeveloped area with low income and where HR practices are not well defined and exercised and also people are less aware of these practices. Chang & Lee (2007) noticed that in Pakistan the service and performance oriented culture is evolving in the organizations and higher educational institutions with the major focus on employee management by HR practices.

Shahzad et al. (2008) noticed that in developing parts of the world physiological needs which include compensation and performance evaluation practices have a great impact on employee's performance. This study is conducted to assess the impact of HR practices on perceived performance of college teachers in the selected cities of Azad Kashmir.

Problem Statement

Due to less awareness about the HR practices, the colleges of AJ&K have been uncompetitive due to low performance and

underutilization of teacher's abilities. Thus there is need of assessing the relation between HR employee's performances greatly depends on the HR practices so the present research study would deal with this specific question: Does there any impact of HR practices on employee's performance?

Objectives of the Study

The Overall main objective of this study is to assess the impact of HR practices on teacher's performance while the most specific objectives include to assess the impact of:

- a) Recruitment & Selection practices on teacher's performance
- b) Compensation practices on teacher's performance
- c) Performance appraisal practices on teacher's performance
- d) Training practices on teacher's performance

Significance of the Study

This research study is of a great importance as this study will be a very good addition in existing research and it will also provide some useful insights to the college administration for improving and redefining their HR policies for getting better performance from their teachers. AJ&K is ignorant area particularly in term of research so this study will give due coverage regarding prevalence of HR practices and teacher's performance.

Limitations of the Study

This study has taken the teachers from four colleges, so views and thoughts of these teachers may not reflect the views and thoughts of all the college teachers of entire AJ&K and Pakistan which limits the scope of this study.

Literature Review

HR practices and employees performance is the center of attention by today's researchers. Numerous researchers have tried to give due coverage to this particular topic in their research studies. Aleem et al.,(2011) expressed that the success of any organization greatly depends on the performance of its employees and Performance is a process used by organizations to make certain that their workforce is capable of producing quality goods or services as per requirement of an organization. Khatri (1999) noticed that human resources are most valuable factors who provide flexibility and adaptability to the organizations. There are large number of HR practices used by different researchers in their studies like Huselid (1995) applied eleven HRM practices in his study which are personnel selection, performance appraisal, incentive compensation, job design, grievance handling procedures, information sharing, attitude assessment, labor management participation, recruitment efforts, employee training and promotion criteria. HR practices are of a great importance as Carlson et al. (2006) identified five HR practices that affect the performance of employees and these include compensation practices, training and development, recruitment and selection, performance appraisal practices and maintaining the moral of employees. There exists a positive relationship between HR practices and employees performance and this significant positive relation has been found by Sels et al. (2006) in their studies. Guest (2002) discussed that impact of HR practices on performance of employees is also depend on the response of employee towards HR practices that how they think and feel about these practices. Shikha (2010) found that there is significant relation of employee performance with HR practices

including employee benefits, selection, training and placement and employee compensation.

According to Khan et al., (2010) Job performance has been defined as work performed by the employees in terms of quantity and quality expected from each employee

Ghebreorgis & Karsten (2006) found that the knowledge and familiarity with HR practices, including training, recruitment, compensation, performance appraisal and reward system are practiced but there are some external factors which include economic conditions, political instability an environmental uncertainty affect them directly or indirectly. Ruwan (2007) mentioned that Performance appraisal and reward has a significant impact on improving the performance of employees and organization as well. Bibi et al.,(2012) discussed that the main objective of HRM is to improve the output or productivity of employees by improving their work schedules and treating them in a sympathetic way by considering them the most valuable assets. According to Teseema & Soeters (2006) there existed a positive correlation between HR practices and employee performance. Singh (2004) identified that there are many methods by which organizations can motivate their employees and achieve the objectives. Among the HR practices the performance based compensation is one the most suitable method. Frye (2004) found that

compensation plays an important role in developing the human capital by attracting and retaining the skilled and competent employees

Armstrong (2006) explained that Training is the planned and systematic shaping of behavior through learning events, programmes and instruction which enable individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively. Dessler (2008) added that the process of training begins with the determination of its requirements. Assessment of training need largely depends on whether the organization is starting this process for new or current employees. Hong et al., (2012) noted that training is one the most important and common HR practices and it does have an impact on employee's performance.

According to Dessler (2008) Performance appraisal means evaluating an employee's current and or past performance relative against the performance standards. There are three main steps of performance appraisal system which include: define the job, appraise performance, and provide feedback.

Coens and Jenkins (2000) recommended that performance appraisal is an essential process by which the work related behavior of employees is observed, rated or assessed within a specific time frame and results are retained by organization.

Conceptual Frame Work

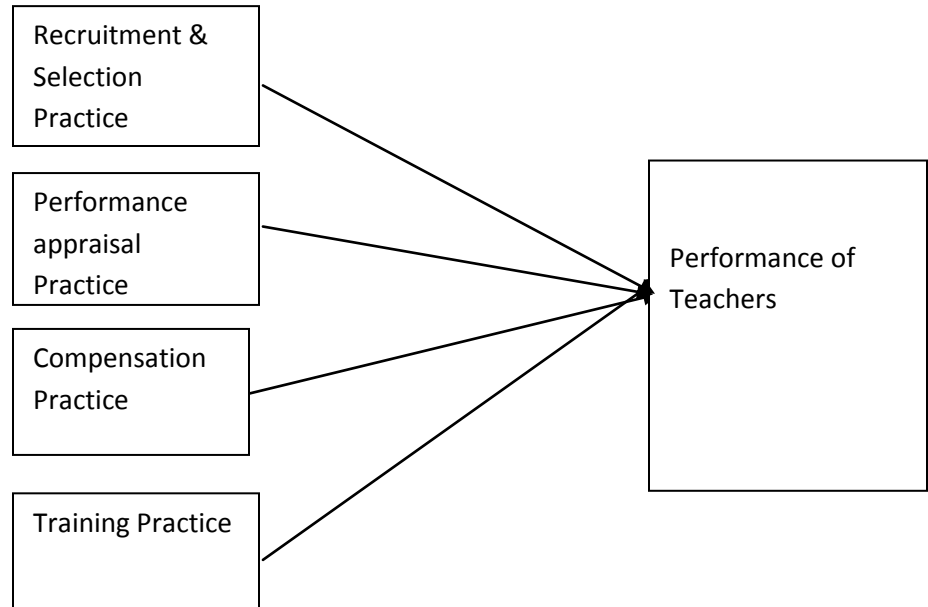


Fig.1.Drawn from literature

Methodology

Sample and Data Collection

Sample of the present study consists of the teachers from four government post graduate colleges for boys and girls from two cities of AJ&K. Sample of this study is comprised on a total sample of 100 college teachers from four colleges with 25 teachers from each. In this regard a total of 100 questionnaires were distributed with dropped and picked later method. Out of 100 questionnaires, 65 questionnaires were properly filled and returned back and response rate remained 65 %.

Table 1: NO of Teachers from each City

Districts	Male Teachers	Female Teachers
Kotli	18	17
Bagh	12	18
Total	30	35

Source:Table developed by Reseacher

Instrument and its Validity

The questionnaire used in this study is adapted with due acknowledgement from Hong et al,2012 while recruitment and selection item is adapted from Teseema & Soeters (2006) which is used to identify the relationship between HR Practices and Perceived teacher's Performance. A five point likert scale was used to measure the responses with 1 indicate strongly disagree and 5 strongly agree and 2,3 and 4 for agree, neutral and disagree respectively.

Table .2: Results of Descriptive Statistics for Teacher's Performance

	N	Minimum	Maximum	Mean	Std. Deviation
Recruitment & Selection	65	1.00	4.40	3.2646	.58214
Compensation Practices	65	1.71	4.43	3.2549	.49261
performance appraisal practice	65	2.00	4.67	3.2564	.60026
Training Practices	65	1.00	4.00	3.0154	.59509
Teacher's Performance	65	1.83	4.17	3.1179	.50408
Valid N (list wise)	65				

Source:Table drawn through SPSS version 20

It is quite clear from table:2 that the mean value for Recruitment & selection remained 3.2646 which shows that teach respondents are agree on recruitment & selection policies in relation with their performance. The mean value for compensation practice remained 3.2549 which also indicate that teachers are agree on compensation provided by college. The mean value for performance appraisal practice remained 3.2564 which indicate that teachers are satisfied with the performance appraisal procedure practised by their college. The mean value for training practice remained 3.0154 which show the neutral position of respondents for this variable. The neutral response for this variable might be due to the fact that college's administration takes least interest in providing training to their teachers.

Table 3: Results of Regression Analysis for Teacher's Performance – Coefficients

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.463 ^a	.214	.162	.46149

a. Predictors: (Constant), Recruitment & Selection Practice, Compensation Practice, Performance Appraisal Practice and Training Practices,

Regression analysis was conducted with teacher's performance as the dependant

variable and four HR practices as the independent variables are taken into account

for assessing the impact in colleges in two districts of Azad Kashmir. Results of regression analysis indicate that much of the variation in the dependant variable is explained with adjusted R² of 0.162 and a F-value of 4.090 ($p < 0.005$) with four independent variables: i.e., recruitment & selection, compensation, Performance Appraisal and training.

Beta value for compensation practice remained .189 for the t value of 1.384 at the significance level of .171. Performance appraisal practice is having beta value of .169 for t value of 1.543 at the significance level of .128. Beta value for training practice remained -.052 for t value of -.510 at the significance level of .612, which is quite low as compared to other three variables

Conclusion

This paper gives insight about HR practices (recruitment & selection, performance appraisal, compensation, and training practices) and their impact on the performance of college teachers in two districts of Azad Jammu and Kashmir (AJK), Pakistan. Previous studies have clearly indicated that HR practices have a

significant impact on the performance of employees. Results of this study show that there is significant impact of HR practices on Teacher's performance. On the basis of finding it can be concluded that HR practices affect the performance of teachers.

Recommendations

On the basis of above findings it can be suggested that college administration needs to offer training courses for improving the skills, in order to get better performance from their teachers. College administration is also suggested to take step for redefining their HR policies.

Future Implications

This research study has taken only four HR practices in relation with teacher's performance but there are so many HR practices like promotion practice, job design, job security etc which can be taken for future research. HR practices can be taken for assessing the motivational level of employees and the overall organizational performance. Furthermore a comparative study between colleges regarding HR practices and teacher's performance is suggested.

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