

## **ASSESSING JOB PRODUCTIVITY OF EMPLOYEES IN HIGHER EDUCATION INSTITUTIONS: A CASE STUDY OF JAMSHORO EDUCATION CITY, SINDH, PAKISTAN**

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### **Abstract**

*The main purpose of this study of research is to assess Job productivity in employees of Higher Education Institutes in public sector as a case study. Universities at Jamshoro, Sindh, Pakistan are taken as public sector institutes. This research of study identify two main factors and their sub factors effecting employee job productivity. Primary data was collected by survey method. The secondary data is collected from internet via online available data, research articles, books*

*and different publications. Result shows that productivity is related to skills which play vital role in enhancing job productivity in Higher Education Institutes (HEIs). Productivity improvement would authorize the higher education institutes to continue to meet employee's needs in order to meet HEC criteria for universities' performance.*

*Keywords: Job Productivity, Public Sector, Managerial Styles, Human Resources Management (HRM), Higher Education Institutions (HEIs), Pakistan*

## **INTRODUCTION**

In organizational performance the fundamental role is played by employees' Job productivity. It is the responsibility of management to make clear an organizational objectives that centrally focus to broaden organizational productiveness. Management of human resources necessarily involves formulating and applying policies and practices which enrich its employee's job productivity. Essentially three assets are to be had to an institution, i.e. Bodily, Fiscal and Human. However, there are four aspects that impact an institution's productivity atmosphere, institution, administration and worker associated causes. These four definitive elements interrelating inside the organization focused on its perfect effectiveness, productivity and profitability. The quantity and high-quality of job productiveness fluctuates immensely from institute to institute because of these aspects.

Therefore, this study of research seeks to determine the assessment of job productivity in employees of Higher Education Institutions in public sector universities at Jamshoro, Sindh, Pakistan. The study of research examines the effect of independent variables which are factors effecting Job productivity and on then dependent variables that are Higher Education Institutes (HEIs). The only protected approach of increasing the standard of living, of improving of nation's balance of payments, of regulating inflation and of providing more relaxation is Productivity (Heap, 1992). For exploring the relationship between inputs and outputs in more human, social and organic terms it is important to achieve greater productivity (Republic of Botswana, 1993).

An important factor is recognized in recent years for measuring employees productivity as employees comfort on the job are determined by workplace conditions and environment. (DemetLeblebici, 2012). Performance of universities is poor in regions like cross-unit cooperation, processes, facilities, wellness and work-life balance.

The significance of manpower in any organization have been accepted by many HR consultants and researchers. Universities are producing the specialist manpower in different fields as the universities are main source of knowledge and awareness production. For every

prosperous educational organization quality of academic staff is considered as the keystone. Hence, it is necessary to give consideration to job productivity (JP) of the university employees to make a progressive and strong university structure that simultaneously helps in improving the learning atmosphere and maximize the productivity of the university. Employees observing less support could not motivate to perform job become unsatisfied with working situations and prefer to change institution. To attract and retain talented, dynamic and competent faculty and their performance management has become strategic human resource management issue for universities (Chughtai and Zafer, 2006; van den Brink et al, 2013). According to Dockel, Basson, and Coetzee training and development, compensation, and promotion are the most important retention factors for skilled employees. (Mubarak, Wahab & Khan, 2013) .It is advantageous for any organization to retain skilled employees in obtaining a competitive advantage in terms of producing high morale and satisfied coworkers, which could not be substituted by other competitors who will provide better customer service and enhanced productivity (Hong, Hao, Kumar, Ramedran, & Kadiresan, 2012). Public Sector (PS) productivity is an issue that is now exactly on the agenda in the global arena.

Recently it has also appeared in the research and literature on human resource management (HRM) and development as a significant aspect of advocacy for re-engineering or re-inventing government, entrepreneurial government, quality management in the public sector, public sector (PS) efficiency and so on. (Kempe Ronald Hope, 2011) According to Pech and Slade, a key root of causing employee's continuation or discontinuation is perhaps the working environment. Indicators of discontinuation are interruption, lack of interest in assigned work, high absence from work and poor decisions making.

The results of survey done by Hughes in the year 2007 of 2000 employees from various organizations reported that nine out of ten believed that a workspace quality effects the attitude of employees and increases their productivity. (AminaHameed and ShehlaAmjad, 2009). Research shows that grievances and absenteeism are decreases by improving the working environment while increasing productivity (Roelofsen, 2002).Important managerial function is organizing, which can be defined as the allocation of resources to achieve goals. It is clear that this function relates to the planning function, as goals must be set before organizational resources can be deployed to assist in the achievement of them. An important component of organizing is the defining of the chain of command and the utilization of human resources. (Tamu Browne, 2016) .Management functions are centered on developing and clarifying mission, policies, and objectives of the organization. Considering the importance of human resources in an organization and his role in the development and realization of organizational goals, employee productivity management, topics addressing major concerns of today's

managers and the university as a center of international education and professional human resources capable of more importance enjoy (Fatemeh k, D.H &G A,2011) The happy/productive worker thesis says, the unhappy people highlight negative features of their job leads to lower job performance especially in works that involve social interaction with coworkers. The unhappy workers may also have negative spillover effects on the performance of other employees. (Wright and Cropanzano 2007). The negative impact of government and organizational policy fluctuates through all aspects of working experience in universities, have been expressed by many writers. (Coady, 2000; Considine, 2001). Expressed concerns comprise the destruction of working collectively, an increase in bureaucracy, absence of participation in decision making and over stretching of prevailing resources. (Peter H. Langford, 2010). It is comprehensively accepted that economic development can be stimulated by stability of the employment open to an individual inclines to increase his productivity.

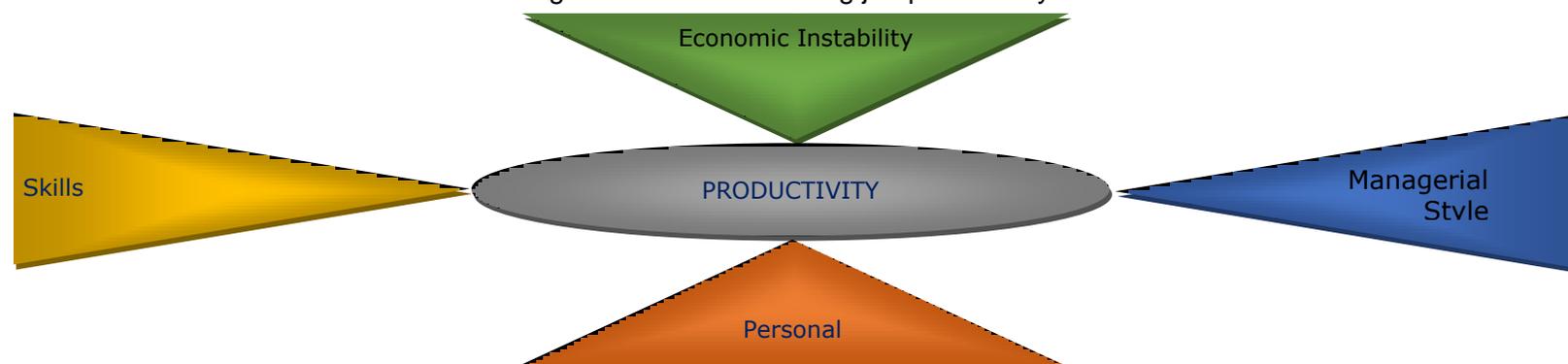
Although HEC is measuring university performances on hard criteria: teaching, research and quality parameters. In order to achieve these hard targets, universities must measure the soft indicator, job productivity to increase university performance. Universities must find what they are offering to their employees before demanding them for performance. This study identify and measure 4 factors effecting job productivity in public sector Higher Education Institutes (HEIs).

## LITERATURE REVIEW

### Job Productivity and Factors affecting

Peter Drucker defines productivity as "The balance between all factors of production that will give the greatest output for the smallest effort." Organizations are giving more importance to productivity than efficiency. Following are main indicators of a higher productivity: 1. Greatest consumption of available human and material resources. 2. Minimum wastage and losses of materials. 3. Quantitative and qualitative production of goods at lower cost. (Gaurav Akrani, 2013).

Figure 1. Factors affecting job productivity



## **Sub Factors Affecting Job Productivity**

### ***Skills***

Skill is the ability to do something that comes from training, experience, or practice. An ability and capacity through deliberate, systematic, and sustained effort to smoothly and adaptively carryout complex activities or job functions involving ideas (cognitive skills), things (technical skills) and/or people (interpersonal skills). Skills are divided in two categories that are hard skills and soft skills. Hard skills are technical in nature like solving mathematical equation, using power point and serving a car engine. Soft skills are people oriented like persuasion, discussion and leadership (Kevin Gallagher, 2016).

The relevancy in job criteria and assigned job enable employees to get good experience in relevant category of work, which will enhance employee's skills. Skilled employees produced high morale and satisfied coworkers and enhanced productivity (Choo &Bowley, 2007) described the contributions of training and development initiatives and opportunities to enhance the skills always increases professionalism, increase employee commitment and job retention.

### ***Managerial Style***

Managerial styles are distinctive ways of decision making and relating to subordinates. It is a method of leadership in which a supervisor generally employs while administrating a business. The important managerial function is organizing the allocation of resources to achieve goals. It is responsibility of management to consider employees needs and priorities while designing and implementing policies in order to enhance their job productivity. The factors effecting employee productivity are surrounded by several doubts and since there is always the human resources as one of the capitals of each organization are considered, the nature of supervisory and administrative factors and especially the managerial styles are the most important factors in the fate of organizations that can is effective as one of the factor effecting productivity are considered employees. (Lambert, V.A. and K.E. Nugent, 1999)

### ***Economic***

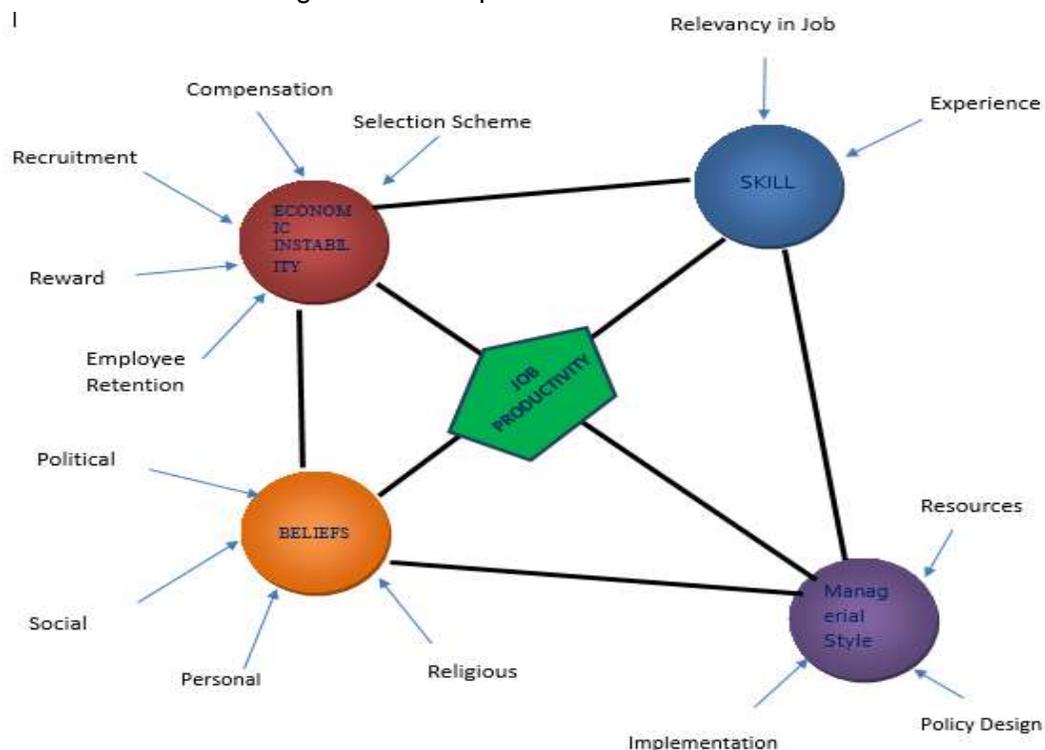
Economic instability signifies lack of unnecessary fluctuations in macro economy. An economy with fairly constant output growth and low and stable inflation would be considered economically stable (Tejvan Pettinger, 2009). Becker's (1993) defines human capital which includes endogenous characteristics of a country's growth-related factors like quality of education, health of the labour force, inflation, corruption, unemployment, rule of law, etc. Abramovitz (1986) noted as in addition to human capital, social capabilities are important in the adoption and diffusion of technologies but countries differ in social capabilities. Therefore, human capital

contributes to economic growth through innovation, its effect is accustomed by the country's social capabilities including factors like quality of institutions and governance. Hence, the magnitude of human capital on growth could be subjective to the environment within which it is organized. Appropriate policies are required to facilitate learning and innovation and hence human capital. Such policies, as the governance literature suggests, rest upon conducive governance conditions Avellaneda (2006). As a result, the effect of human capital on growth will vary depending on the prevailing governance conditions. Khan (2005) provides evidence to the fact that an increase in human capital investment leads to higher future growth and incomes.

### Benefits

Benefit is "A feeling of being sure that someone or something exists or that something is true; a feeling that something is good, right, or valuable; A feeling of trust in the worth or ability of someone." The success is influenced not only by actual ability, but also by the beliefs and goals that bring to the achievement situation (Elliot and Dweck, 2005). How these beliefs effect overall performance and how they affect rebound following failure, concerns individuals' theories of intelligence (TOI; Dweck and Sorich, 1999). When areas of weakness are exposed, they often will forego remedial opportunities that could be critical for future success (Chiu et al., 1997). Self-beliefs about ability and their allied goals can influence both where attention will be biased and what type of processing will be conducted on information entering the focus of attention via the tonic influence of these beliefs on top-down control processes (Dweck et al., 2004).

Figure 2. Conceptual Framework



## METHODOLOGY

The exploratory research design is adopted according to the nature of the study. Primary data was collected by survey and the secondary data is collected from internet via online available data, research articles, books and different publications. Secondary data have been extensively used to abstract the most significant material which helps in analyzing primary data.

Non-probability sampling technique is being used. Sample size of this research is 120 questionnaire. The questionnaire were equally distributed at three public universities such as Mehran University of Engineering and Technology (MUET), Liaquat University of Medical & Health Sciences (LUMHS), University of Sindh (UoS). The proposed method for collecting data in this study is personal survey by administering the questionnaire.

The instrument for data collection is structured close-ended questionnaire. Reliability coefficient is estimated to ensure internal consistency of the questionnaire used. For analysis the data, Cross Tab, Bar Charts and Pareto Analysis Chart are used using SPSS.

Table 1. Distribution of Questionnaires

PUBLIC UNIVERSITIES	No. of Questionnaires Distributed
LUMHS	40
MEHRAN UNIVERSITY OF ENGINEERING & TECHNOLOGY (MUET)	40
UNIVERSITY OF SINDH (UoS)	40
TOTAL	120

Collected data is reliable as the Cronbach's Alpha is .836 which means 83%. Reliability test was performed via SPSS which could be witnessed as under given table.

Table 2. Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
0.836	45

## ANALYSIS AND RESULTS

### Role of Relevancy in Job Criteria and Assigned Job towards Productivity

The cross tab shows that 120 questionnaires were distributed in each university and all responded well. 26 out of 40 employees of MUET are agree that their job criteria is relevant to their assigned job. Whereas 22 out of 40 employees of LUMHS and 18 out of 40 employees of

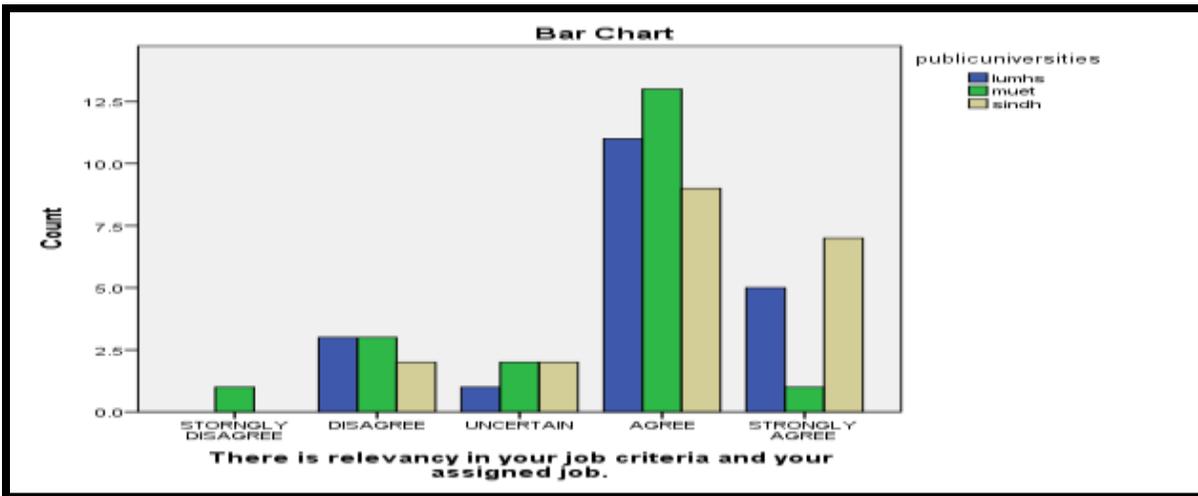
SINDH University are agreed. In total out of 120, 66 employees are agree, 26 are strongly agree, 10 are uncertain 16 are disagree and only 02 are strongly disagree. Hence majority of employees of all three Public Universities are agree at. There is relevancy in their job criteria and job assigned to them.

Table 3. Crosstab

	Public Universities			Total	
	LUMHS	MUET	SINDH		
There is relevancy in your job criteria and your assigned job.	Strongly Disagree	0	2	0	2
	Disagree	6	6	4	16
	Uncertain	2	4	4	10
	Agree	22	26	18	66
	Strongly Agree	10	2	14	26
Total	40	40	40	120	

Comparing all three universities according to bar chart employees of MUET are at the top and employees of University of Sindh are at least position in agreeing that their job criteria meets the job assigned to them.

Figure 3. Role of Experience in Developing Employees' Skills Towards Productivity



The cross tab shows that 22 out of 40 employees of MUET and 26 out of 40 employees of LUMHS and SINDH University are strongly agree that experience matters in developing employees' skills. 114 questionnaires are received out of 120, out of which 74 are strongly

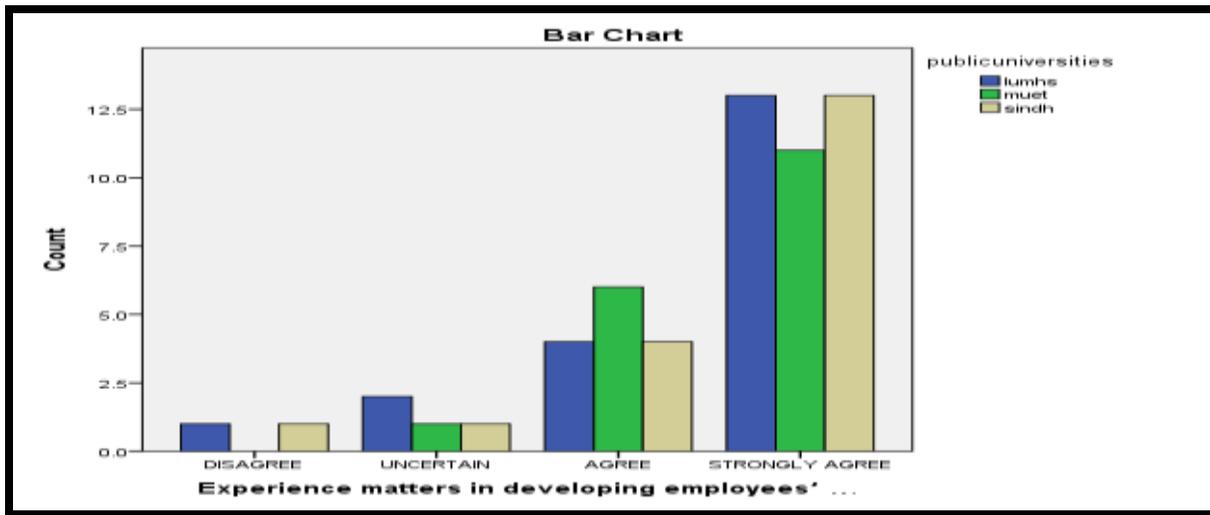
agree, 28 are agree, 08 are uncertain and 04 are disagree. Majority of employees of Public Universities are strongly agree at experience matters in developing their skills.

Table 4. Crosstab

	Public Universities			Total	
	LUMHS	MUET	SINDH		
Experience matters in developing employees' skills.	Disagree	2	0	2	4
	Uncertain	4	2	2	8
	Agree	8	12	8	28
	Strongly Agree	26	22	26	74
Total	40	36	38	114	

By comparing all three universities, according to bar chart employees of LUMHS and University of Sindh are leading and employees of MUET are at least position in agreeing that experience matters in developing employees skills.

Figure 4. Role of Management Style in Organizing the Resources for Productivity Improvement



The cross tab shows that 116 out of 120 employees have given their responses. 26 out of 40 employees of LUMHS are strongly agree, 20 out of 40 employees of SINDH university are strongly agree and 18 out of 36 employees of MUET are strongly agree that managerial style organizes the resources for all productivity improvement efforts in the organization. Out of 116, 64 employees are strongly agree, 26 are agree, 18 are uncertain and 08 are disagree. Most of

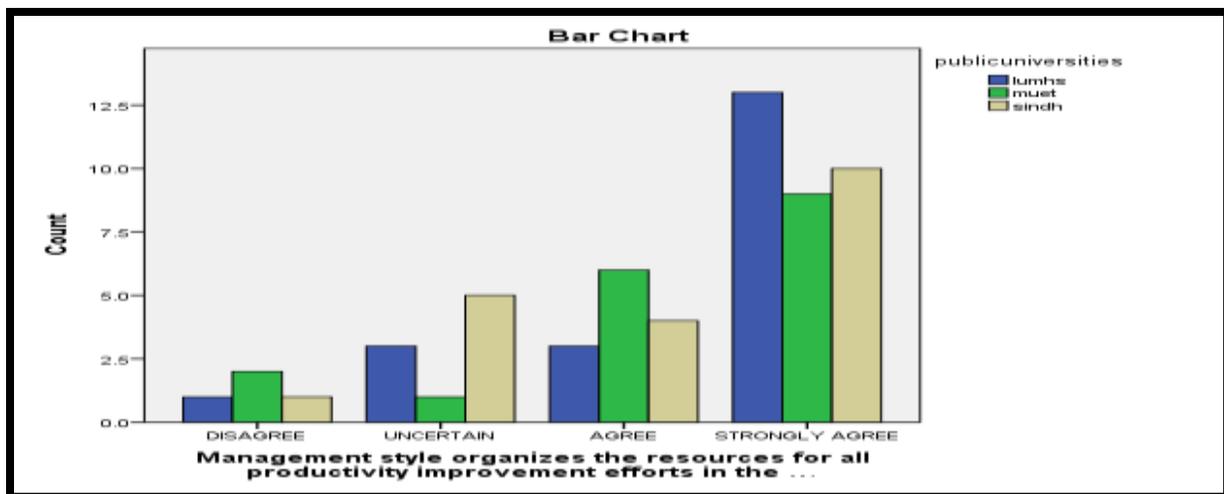
the employees of Public Universities are strongly agree at Management Styles (MSs) helps in organizing resources for productivity improvement in the organization.

Table 5. Crosstab

	Public Universities			Total	
	LUMHS	MUET	SINDH		
Management style organizes the resources for all productivity improvement efforts in the organization.	Disagree	2	4	2	8
	Uncertain	6	2	10	18
	Agree	6	12	8	26
	Strongly Agree	26	18	20	64
Total	40	36	40	116	

Bar chart shows employees of LUMHS are at outstanding position in opinion that management style (MS) organizes the resources for all productivity improvements in the organization. Employees of University of Sindh (UoS) are at second highest position and at the least position employees of MUET are shown.

Figure 5. Role of Management Style to Design Policies towards Productivity



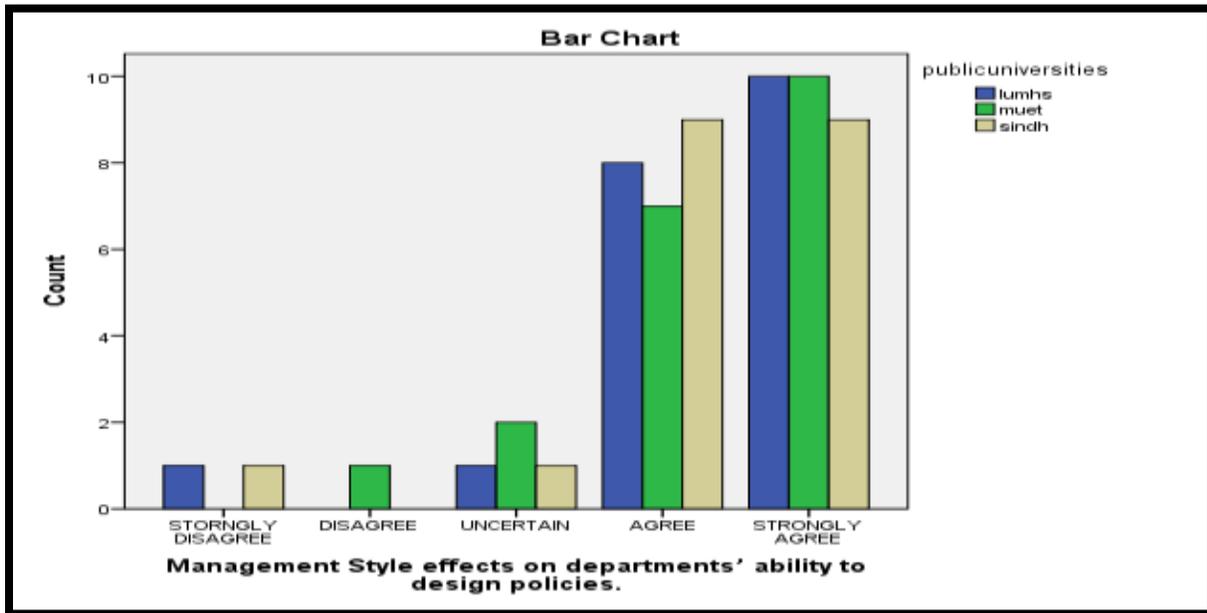
The cross tab that employees 20 out of 40 employees of LUMHS and MUET and 18 out of 40 employees of Sindh University are strongly agree that management style effects on departments' ability to design policies. Out of total 120, 58 are strongly agree, 48 are agree, 08 are uncertain, 02 are disagree and only 04 are strongly disagree. Maximum employees of public Universities are strongly agree at management style effects on department's ability to design policies.

Table 6. Crosstab

		Public Universities			Total
		LUMHS	MUET	SINDH	
Management Style effects on departments' ability to design policies.	Strongly Disagree	2	0	2	4
	Disagree	0	2	0	2
	Uncertain	2	4	2	8
	Agree	16	14	18	48
	Strongly Agree	20	20	18	58
Total		40	40	40	120

Bar chart shows that majority of employees of LUMHS and MUET are parallel in opinion that they are strongly agree at management style effects on departments' ability to design policies.

Figure 6. Role of Management Style To Implement Procedures Towards Productivity



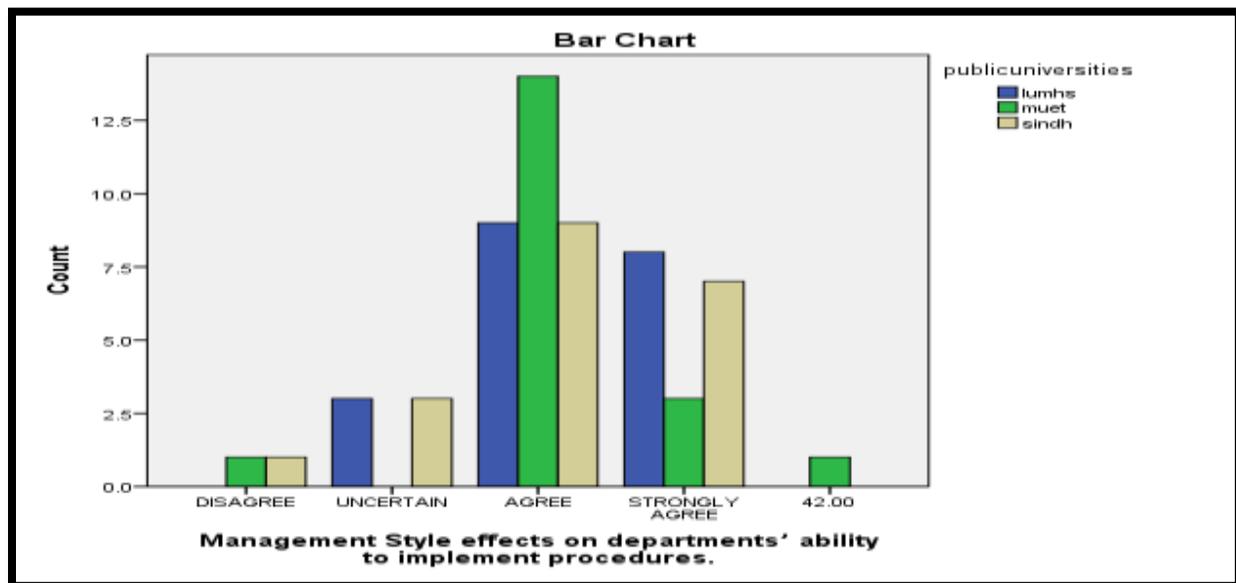
The cross tab shows that 28 out of 38 employees of MUET and 18 out of 40 employees of LUMHS and Sindh University are agree at management style effects on department's ability to implement procedures. In total 118 questionnaires were received out of 120, out of which 64 employees are agree, 38 are strongly agree, 12 are uncertain and only 04 are disagree at management style effects on department's ability to implement procedures.

Table 7. Crosstab

				Public Universities			Total
				LUMHS	MUET	SINDH	
Management Style effects on departments' ability to implement procedures.		Disagree	on	0	2	2	4
				6	0	6	12
				18	28	18	64
				16	8	14	38
Total				40	38	40	118

Bar chart shows comparatively that employees of MUET are leading in having opinion that management style effects on departments' ability to implement procedure, whereas employees of Sindh University and LUMHS are parallel in having same opinion.

Figure 7. Role of Recruitment Practices Towards Productivity



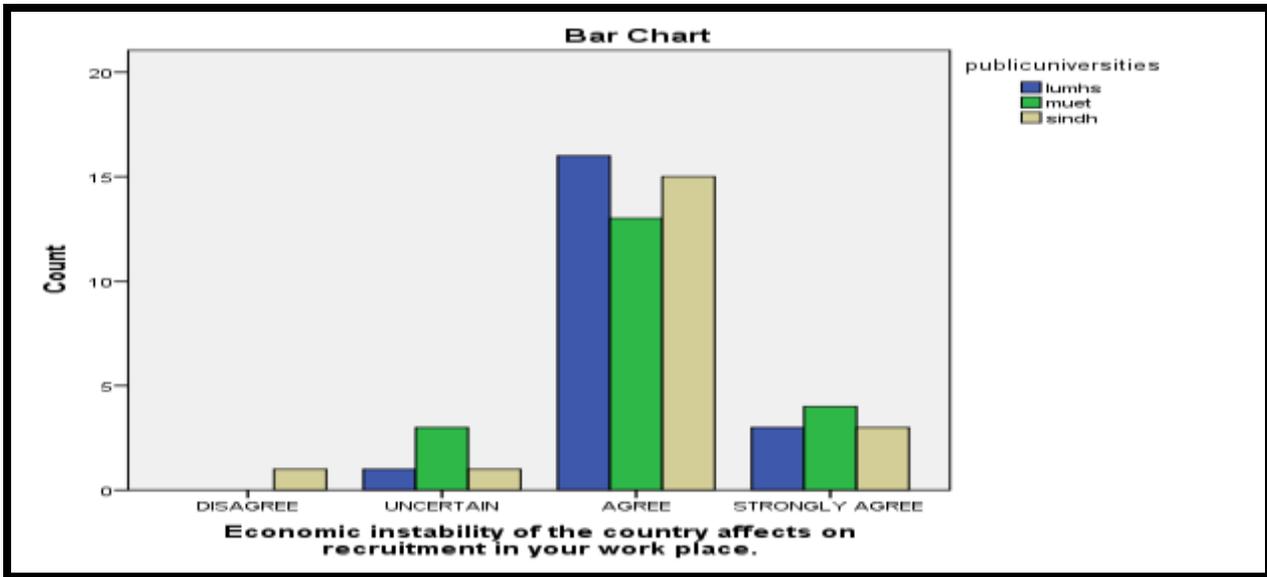
The cross tab shows that 120 questionnaires were distributed in each university and all responded well. 32 out of 40 employees of LUMHS are agree and 6 are strongly agree that economic instability effects recruitment practices which helps to improve job Productivity. Whereas 30 out of 40 employees of SINDH University are agree and 6 are strongly agree and 26 out of 40 employees of MUET are agreed. In total out of 120, 88 employees are agree, 20 are strongly agree, 10 are uncertain and only 02 are disagree. Hence majority of employees of all three Public Universities are agree economic instability effects recruitment practices.

Table 8. Crosstab

		Public Universities			Total
		LUMHS	MUET	SINDH	
Economic instability of the country effects on recruitment in your work place.	Disagree	0	0	2	2
	Uncertain	2	6	2	10
	Agree	32	26	30	88
	Strongly Agree	6	8	6	20
Total		40	40	40	120

Comparing all three universities according to bar chart employees of LUMHS are at the top and employees of University Of Sindh (UoS) are at second position and employees of MUET are at least position in agreeing at economic instability effects recruitment practices which helps to improve Productivity.

Figure 8. Role Of Selection Schemes Towards Productivity



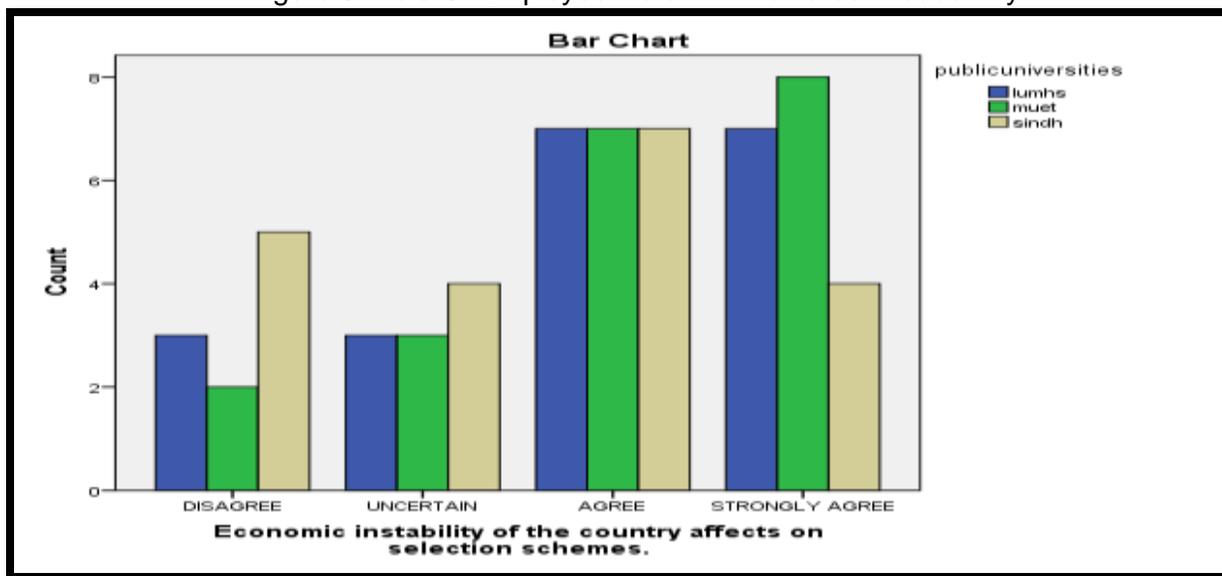
The cross tab shows that 16 out of 40 employees of MUET and 14 out of 40 employees of LUMHS and 8 out of 40 employees of UoS are strongly agree that economic instability of the country effects on selection schemes. Whereas 14 of each university employees are agree. 120 questionnaires are received out of 120, out of which 38 are strongly agree, 42 are agree, 20 are uncertain and 20 are disagree. Majority of employees of Public Universities are agree and strongly agree that economic instability of the country effects on selection schemes.

Table 9. Crosstab

		Public Universities			Total
		LUMHS	MUET	SINDH	
Economic instability of the country effects on selection schemes.	Disagree	6	4	10	20
	Uncertain	6	6	8	20
	Agree	14	14	14	42
	Strongly Agree	14	16	8	38
Total		40	40	40	120

The bar chart shows that the employees of all three universities are equally agree at the economic instability of country effects selection scheme at their work place.

Figure 9. Role Of Employee Retention Towards Productivity



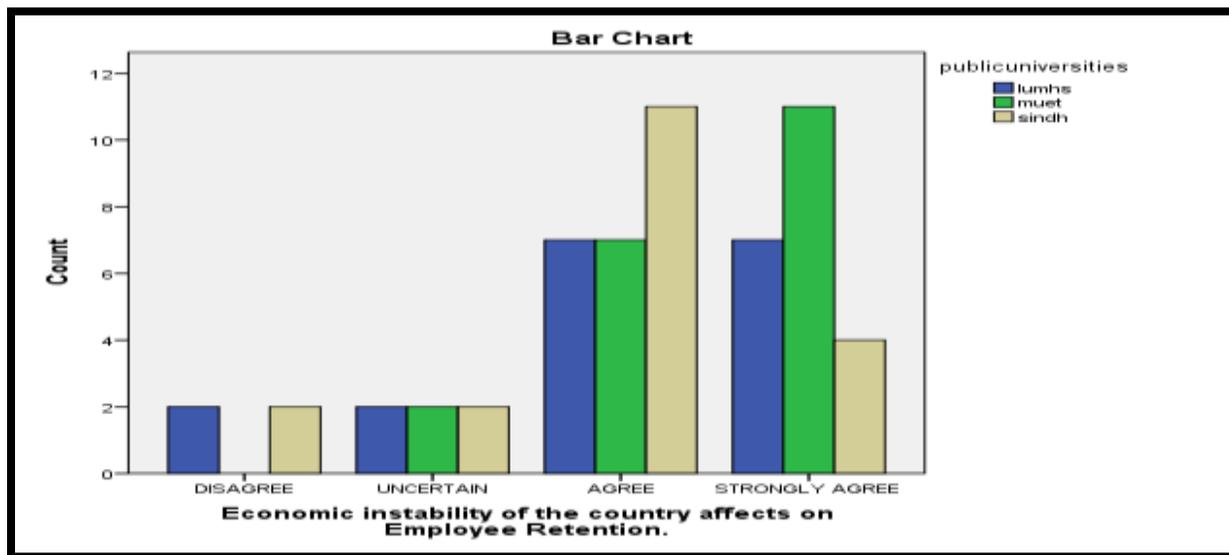
The cross tab shows that 114 out of 120 employees have given their responses. 14 out of 36 employees of LUMHS are strongly agree, 08 out of 38 employees of University of Sindh (UoS) are strongly agree and 22 out of 40 employees of MUET are strongly agree that economic instability of country effects on employee retention that helps job productivity in the organization. Out of 114, 44 employees are strongly agree, 50 are agree, 12 are uncertain and 08 are disagree. Most of the employees of Public Universities are agree that economic instability of country effects on employee retention.

Table 10. Crosstab

		Public Universities			Total
		LUMHS	MUET	SINDH	
Economic instability of the country effects on Employee Retention.	Disagree	4	0	4	8
	Uncertain	4	4	4	12
	Agree	14	14	22	50
	Strongly Agree	14	22	8	44
	Agree	14	22	8	44
Total		36	40	38	114

The bar chart also shows that employees of LUMHS and MUET are equally agree and most employees of University of Sindh (UoS) are agree whereas the maximum number of employees of MUET are strongly agree at the economic instability of the country effects on employee retention.

Figure 10. Role Of Rewarding Employees Towards Productivity



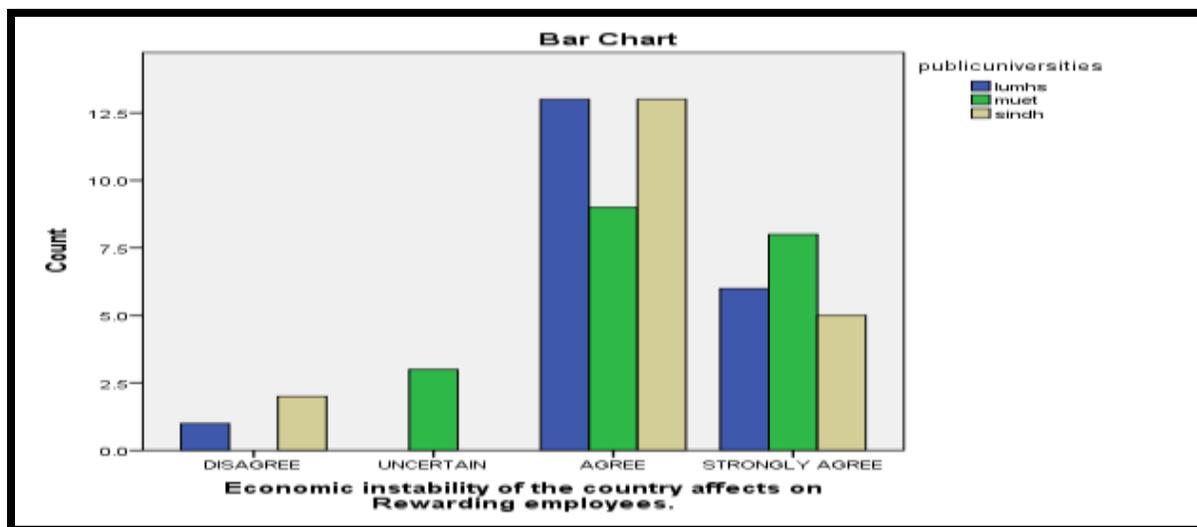
The cross tab that employees 26 out of 40 employees of LUMHS and University of Sindh (UoS) and 18 out of 40 employees of MUET are agree at economic instability effects on rewarding employees. Out of total 120, 38 are strongly agree, 70 are agree, 06 are uncertain and only 06 are disagree. Maximum employees of public universities are agree economic instability effects on rewarding employees.

Table 11. Crosstab

		Public Universities			Total
		LUMHS	MUET	SINDH	
Economic instability of the country effects on Rewarding employees.	Disagree	2	0	4	6
	Uncertain	0	6	0	6
	Agree	26	18	26	70
	Strongly Agree	12	16	10	38
Total		40	40	40	120

The bar chart also shows that employees of LUMHS and University of Sindh (UoS) are equally agree and most of the employees of MUET are agree at the economic instability of the country effects on rewarding employee.

Figure 11. Role Of Compensations Awarded Towards Productivity



Armstrong and Long (1994) consider that the objective of the reward system must include the motivation, attraction, and retention of staff at entire organizational levels, management has to consider a various important policy issues, such as compensate and reward individuals behavior, pay incentives, to achieve these objectives.

The cross tab shows that 14 out of 40 employees of LUMHS are agree and 14 are uncertain. 18 out of 40 employees of MUET are uncertain and 16 are strongly agree and 12 employees of Sindh University are uncertain and 18 are agree at economic instability of the country effects on compensations awarded. In total 120 questionnaires were received out of

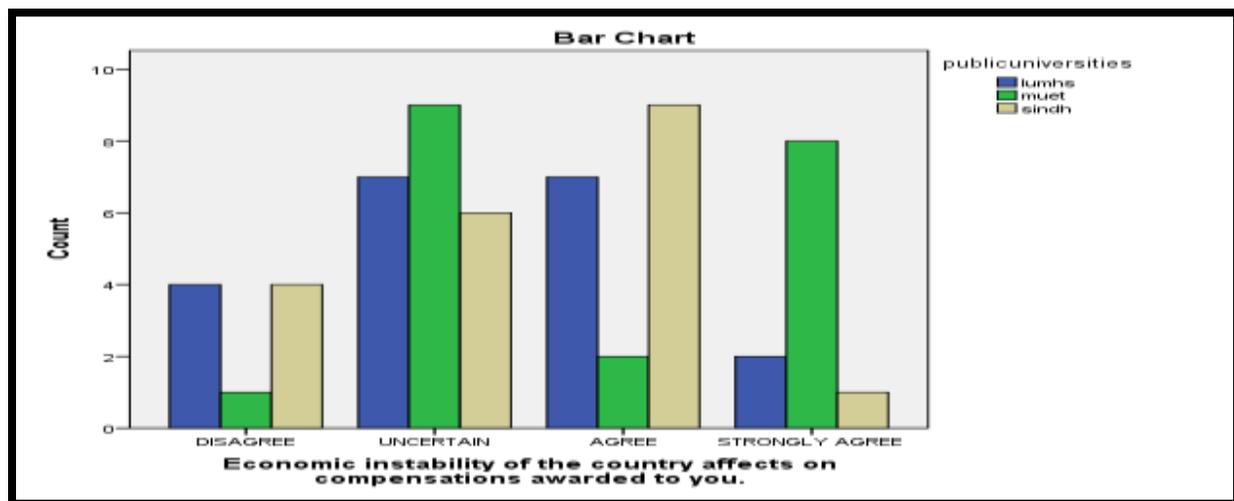
which 36 employees are agree, 22 are strongly agree, 44 are uncertain and 18 are disagree at economic instability of the country effects on compensations awarded to them.

Table 12. Crosstab

		Public Universities			Total
		LUMHS	MUET	SINDH	
Economic instability of the country effects on compensations awarded to you.	Disagree	8	2	8	18
	Uncertain	14	18	12	44
	Agree	14	4	18	36
	Strongly Agree	4	16	2	22
Total		40	40	40	120

The bar chart shows that employees of University of Sindh (UoS) are agreed at compensations awarded to the employees increases their productivity. 50% Employees of LUMHS are agree and 50% employees are uncertain whereas 40% employees of MUET are strongly agree and 60% are uncertain.

Figure 12. Role Of Political Beliefs Towards Job Productivity



The cross tab shows that 120 questionnaires were distributed in each university and all responded well. 18 out of 40 employees of LUMHS are agree and 8 are uncertain and 6 are strongly agree at political beliefs effect on job productivity. Whereas 16 out of 40 employees of SINDH University are agree and 6 are strongly agree and 20 out of 40 employees of MUET are

agreed, 8 are uncertain and 8 are disagree. In total out of 120, 54 employees are agree, 14 are strongly agree 22 are uncertain,26 are disagree and 4 are strongly disagree. Hence majority of employees of all three Public Universities are agree at political beliefs effect on their job productivity.

Table 13. Crosstab

	Public Universities			Total
	LUMHS	MUET	SINDH	
Strongly Disagree	2	2	0	4
Disagree	6	8	12	26
Uncertain	8	8	6	22
Agree	18	20	16	54
Strongly Agree	6	2	6	14
Total	40	40	40	120

The bar charts shows that majority of the employees of all three universities are agree at their political beliefs effect on their job productivity.

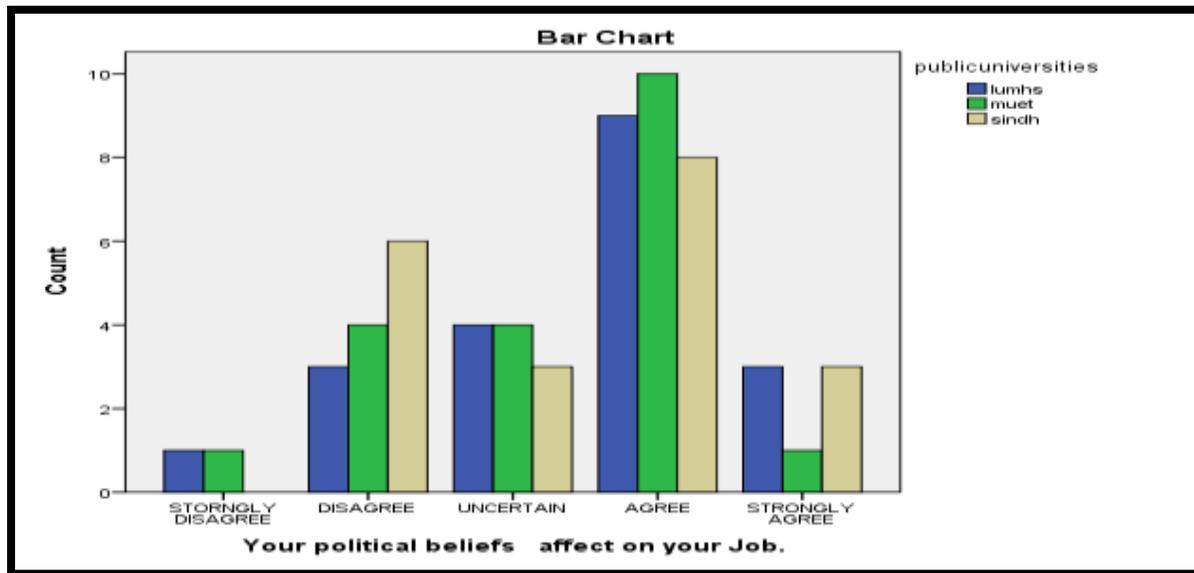


Figure 13. Role Of Social Beliefs Towards Job Productivity

The cross tab shows that 24 out of 40 employees of MUET and 14 out of 40 employees of LUMHS and 20 out of 40 employees of SINDH University are agree at their social beliefs effect

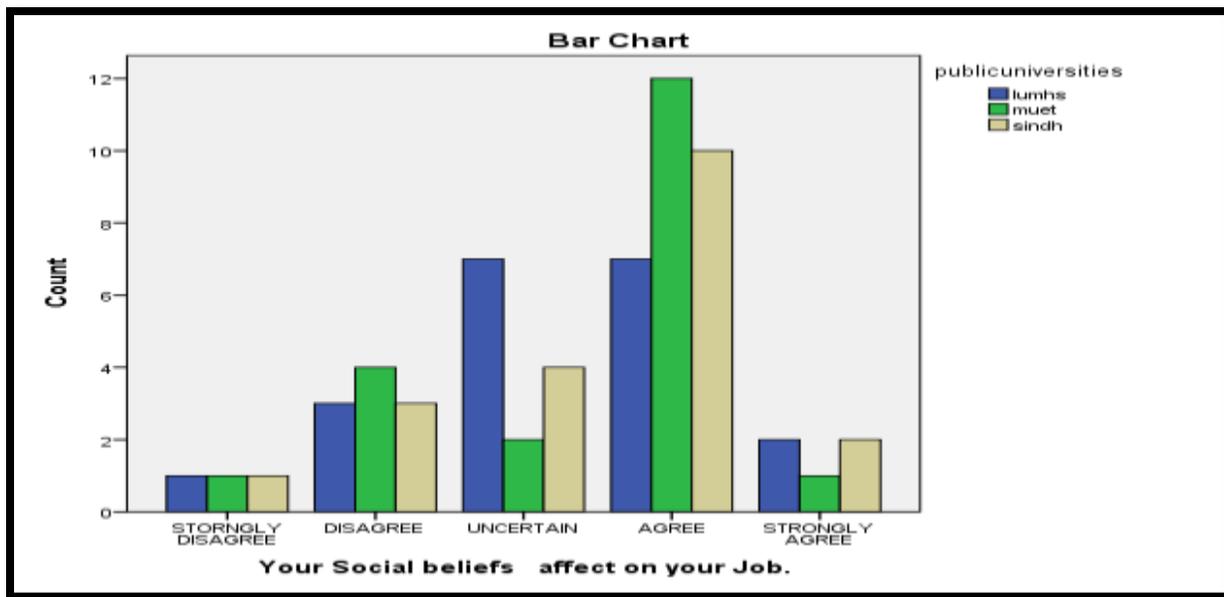
on their job. 120 questionnaires are received out of 120, out of which 10 are strongly agree, 58 are agree, 26 are uncertain and 20 are disagree at the social beliefs effects on job productivity.

Table 14. Crosstab

		Public Universities			Total
		LUMHS	MUET	SINDH	
Your Social beliefs effect on your Job.	Storngly Disagree	2	2	2	6
	Disagree	6	8	6	20
	Uncertain	14	4	8	26
	Agree	14	24	20	58
	Strongly Agree	2	2	4	10
Total		40	40	40	120

The bar chart shows that employees of Public universities are agree at their social beliefs effect on their job.

Figure 14. Role Of Personal Beliefs Towards Productivity



The specific opinion of the person about society and government, is called social beliefs. Social beliefs are the prospects around which we manage our daily social life. Social beliefs help society to remain stable if becomes organizational structures.

The cross tab shows that 26 out of 40 employees of MUET and 18 out of 40 employees of LUMHS and 22 out of 40 employees of SINDH University are agree at their personal beliefs

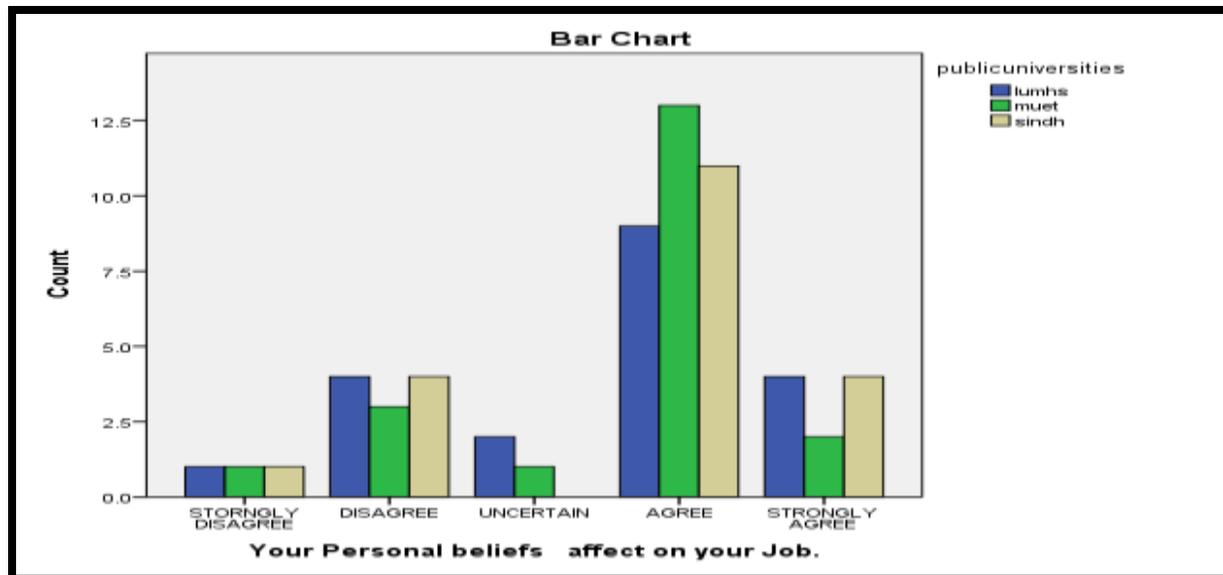
effects on their job productivity. 120 questionnaires are received, out of which 20 are strongly agree, 66 are agree, 06 are uncertain, 22 are disagree and 6 are strongly disagree at their personal beliefs effects on their job .

Table 15. Crosstab

	Public Universities			Total
	LUMHS	MUET	SINDH	
Your Personal beliefs effect on your Job.				
Strongly Disagree	2	2	2	6
Disagree	8	6	8	22
Uncertain	4	2	0	6
Agree	18	26	22	66
Strongly Agree	8	4	8	20
Total	40	40	40	120

The bar chart shows that employees of Public universities are agree at their personal beliefs effect on their job.

Figure 15. Role Of Religious Beliefs Towards Productivity Improvement



The cross tab shows that 94 out of 120 employees have given their responses. 8 out of 24 employees of LUMHS are strongly disagree, 08 are disagree, 06 are uncertain and 06 are agree whereas 2 out of 24 employees of MUET are strongly disagree, 06 are disagree, 10 are uncertain, 08 are agree and 2 are strongly agree, and 8 out of 38 employees of University of

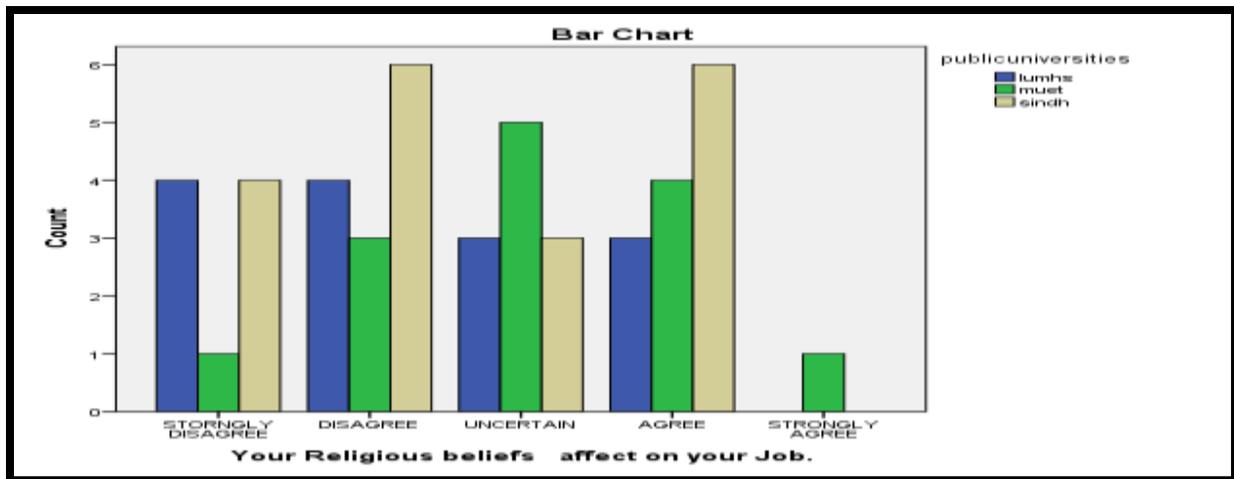
Sindh (UoS) are strongly disagree, 12 are disagree, 06 are uncertain and 12 are agree at their religious beliefs effect their job. Out of 94, 02 employees are strongly agree, 26 are agree, 22 are uncertain, 26 are disagree and 18 are strongly disagree at their religious beliefs effect their job.

Table 16. Crosstab

		Public Universities			Total
		LUMHS	MUET	SINDH	
Your Religious beliefs effect on your Job	Strongly Disagree	8	2	8	18
	Disagree	8	6	12	26
	Uncertain	6	10	6	22
	Agree	6	8	12	26
	Strongly Agree	0	2	0	2
Total		24	24	38	94

The bar chart shows 50% employees LUMHS are strongly disagree and 50% employees are disagree that their religious beliefs effect on their job. Employees of MUET are uncertain that their religious beliefs effect on their job. 50% Employees of University of Sindh (UoS) are agree and 50% employees are uncertain that their religious beliefs effect on their job.

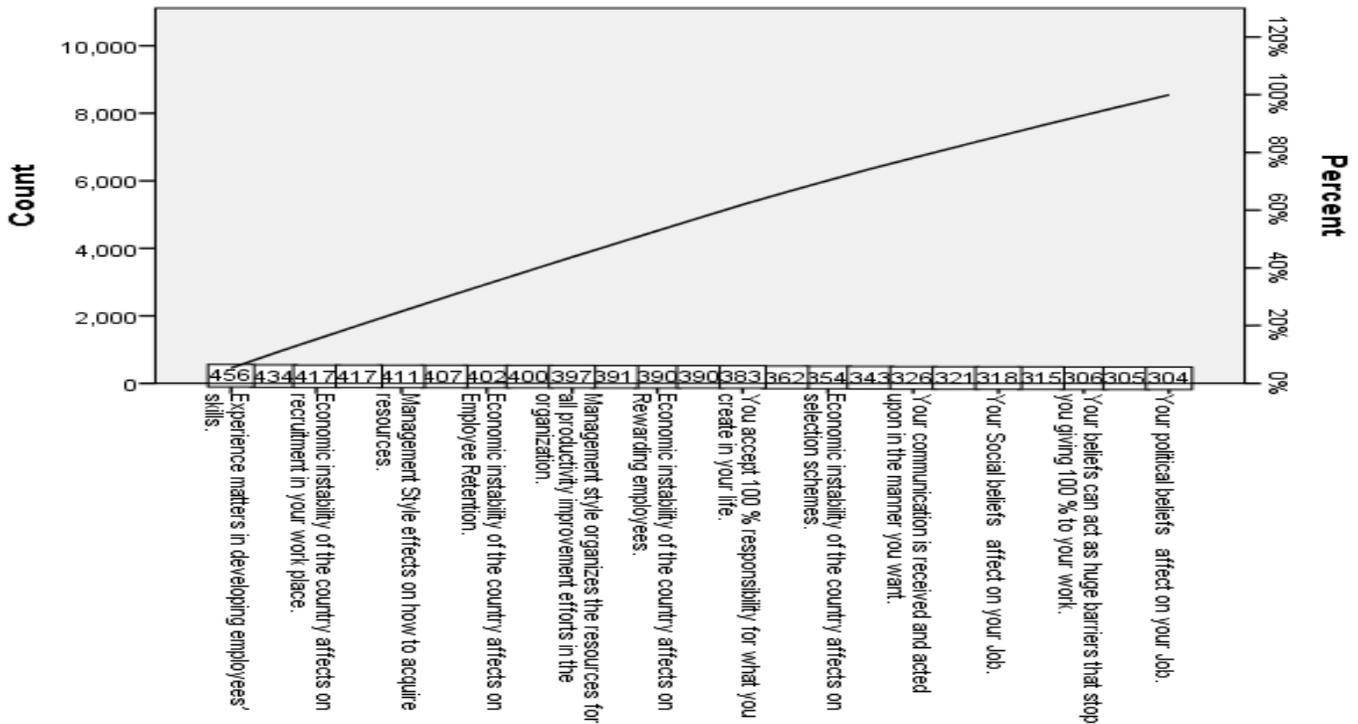
Figure 16. Factors That Enhance Job Productivity In Higher Education Institutes (HEIS)



Our personal well-being is effect by our beliefs. Generally the religious people, irrespective of their faith are happier than non-religious people (P. Dolan, 2008.) Helliwell(2006) reviews and finds that belief in a God is associated higher level of satisfaction.

The factors used in Pareto chart are Economic Instability, Beliefs, Management Style and Skills. The graph shows that skills play vital role in enhancing job productivity in HEIs.

Figure 17. Role of skills role in enhancing job productivity in HEIs



## CONCLUSION

The premise to measure and evaluate the impact of job productivity on employees' performance was based on two factors: Skills and Management style. Key findings are summarized below:

### ❖ SKILLS

- This research shows that skills as a degree of specialization effects positively on job productivity of employees in public universities.
- That means employees are assigned according to certain relevant job criteria which brings about employee's good experience and such experience matters in developing employees' skills.

### ❖ MANAGEMENT STYLE

- Management style organizes the resources for all productivity improvement, acquiring resources, using acquired resources, increases departments' ability to design policies and implement procedures.

- The management style of LUMHS increases Employees' job productivity much more than University of Sindh (UoS) and Mehran University of engineering and Technology (MUET) as universities of public sector.

#### ❖ **ECONOMIC INSTABILITY**

- This research shows that economic instability in Pakistan has an impact on organizational HR activities including staffing growth, recruitment, selection schemes, employee retention, rewarding employees and compensations. The mean values got through descriptive statistics, which shows that economic instability effects negatively on job productivity of employees of public sector universities.

#### ❖ **BELIEFS**

- Public universities have influenced regarding personal beliefs. Greater the influence of Personal Beliefs in the public sector universities, and therefore, become a hindrance to productivity.
- Employee's job productivity in public sector universities is more impacted by beliefs / convictions.

Result shows that productivity is related to skills which play vital role in enhancing job productivity in Higher Education Institutes (HEIs). The appointment of an individual with the right profile can increase his/her performance and if the same person be placed elsewhere, his/her performance may be adversely effected. Universities should invest to a high degree in skills developments and flexible working policies and the involvement of employees that enhance employees' skills. Skills are among the most important aspects of good performance. Skill improves productivity of employees which results in increase in productivity and competitiveness of institution. By using right style of management, employees job productivity and organizational commitment can be increased which will ultimately increase in organizational productivity and profitability. Productivity improvement is an aptitude to do more with less. It is an analysis and the implementation of long term productivity creativities on objectives and goals.

#### **RECOMMENDATIONS AND FUTURE STUDIES**

We feel that the outcomes of this study of research are very reassuring regarding future research. The findings portray a mixed response vis-à-vis public sector regarding the four factors chosen. More research is needed on all aspects of productivity on employees' performance. If the public sector is to retain talent for productivity then more concerted efforts are needed to bring about the desired change.

More studies are needed to be done on Incentives and opportunities for employees in public sector universities. It would be interesting to move beyond sub factors and consider various interactions between skills, managerial style and public sector higher education institutes. Both the employees and Institutes could benefit from work in this area. Findings of this research have significant managerial implications for higher educational institutes and policy makers in higher education. This research work also provide literatures for future researchers on this topic.

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