Human Resource Management Practices: Compare the Perceptions of Faculty Members in Punjab and Federal Universities

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Abstract

Effective Human Resource Management Practices (HRMP) paves the path for any institution to achieve their competitive advantages, institutional goals and ultimately the success of an institution. Without effective execution of HRM practices, an institution not only wastes its time but also a lot of money and other resources. The present research was designed to compare the perception faculty members of Islamabad Capital Territory and Punjab Province Universities about HRM practices in Universities of Federal and Punjab. The tool of research was developed after review of related literature and validated in accordance with the concerned experts' opinion based on 6 subscales, consisted of 34 items; indicated Cronbach Alpha 0.82 was used. Quantitative data were analyzed on Statistical Package for Social Sciences version 21. The analysed data explore that there is no difference of HRM practices at Federal and Punjab level Universities. HRM Practices are needed to be identified to know about the weaknesses, which exist in the present system and search out the loopholes that create hindrances in effective human resource management practices.

Keywords: Human Resource Management Practices, Perceptions, Faculty Members.

■ 1.0 INTRODUCTION

The term management gives upcoming administrators with a comprehensive operational familiarity of procedures, policies and put into practice that policies and procedures to manage an institution. Administration comprises a consideration of procedures and policies as they transmit to institution performance and development (Noe, 2017).

"Management is the organizational process that includes strategic planning, setting objectives, managing resources, deploying the human and financial assets needed to achieve objectives, and measuring results. Management also includes recording and storing facts and information for later use or for others within the organization. Management functions are not limited to managers and supervisors. Every member of the organization has some management and reporting functions as part of their job." (Knowledge Management Terms, 2009). They want to recognize that how managers and owner of the industries can reduce the rate of accident and fatality at their workplace by improving the dimensions of psychological factors. With attention to this fact that construction industries have been known as most dangerous industry in terms of accident and fatality rate, serious and complicated effort is needed in order to improve the safety performance (Babiker, 2015). Thus, this study tries to review the previous literature to contribute to better understanding of psychological aspect of accident. Human resource managers are the originators and supervisors of all chief actions. Consequently, administration of humanoid capitals is similarly significant like that of operational management, marketing management, production management and financial management. Management of people in an institution is called human resource management (HRM). It includes the actions, procedures, and practices responsible in gaining, emerging, consuming, assessing, upholding, and holding the suitable number and ability mix of workforces to achieve the institutions objects. (Dessler, 2006).

■ 2.0 INTRODUCTION LITERATURE REVIEW

Management can be defined as all the activities and tasks undertaken by one or more persons for the purpose of

planning and controlling the activities of other in order to achieve an objective or complete an activity that could not be achieved by the others acting independently (Novitasari et; all 2021). (Business management study manuals) Following six indicators of human resource management were analyzed in this study namely recruitment and selection, orientation, training and development, performance appraisal, compensation and benefits and working environment. Detail of every indicator is given below.

2.1 Recruitment and Selection

The recruitment and selection includes the procedure of appealing plus choosing the staff work in institution. Scholars like (Kanyemba, Iwu, & Allen-Ile, 2015) describe recruitment and selection as „penetrating for plus getting skillful employment applicants in adequate quantity plus quality so that the institution is in position to choose the best suitable staff to fulfill the job need of institution". Organization prepare a catalogue of scopes of information plus abilities pre-requisite to be employed for the profession. The importance of recruitment and selection is described by Byars and Rue 2019) that it is the primary importance of an organization to select the accurate staff for the job as organizational progress is permanently be contingent on its staff. As much superior is the process as much is the progress of institution. On the other hand if this process is not up to the standard it will cause of losses for the institution "like loss of progress of institution, loss in competition, loss of worth of institution, and the loss of other staff members" (Dowling, 1988).

It is understood that institutions achieve best when the process of recruitment and selection is up to the standard. In this way, representative job screenings assistance in determining about the appropriateness of the applicants. In the word of Karpin (1995), there are nine tactics which are suitable for finest practice in an educational recruitment and selection; a comprehensive info package, the remuneration package and employment stipulations, the employment procedures, the arrangement of recruitment board, a comprehensive schedule for recruitment, judgments on recruitment procedure, persons' succeeding presentation evaluation, skilled selectors plus procedure review.
Recruitment give emphasis to staffing and assortment of the human resources for an institution. Human resources preparation precede the real recruitment of staff in an institution. Recruitment is the individual purpose to fill the job by skilled job applicant. In selection criteria we choose the best skilful persons for the institution. In selection , human resource are included emergent plus controlling procedure which empower managers to decide that which job applicant to choose and which job applicant to refuse for the given job.

2.2 Orientation

Once the right people are selected for the job, the organization needs to guide them towards the appropriate implementation of their roles. Orientation is „the process of informing new employees about what is expected of them on the job and helping them cope with the stresses of transition" (Gomez-Mejia, Balkin, & Cardy, 1998). Orientation might be in shape of comprehensive and unceremonious introductions or else the prolonged and official sequences to present the new employees to the rules and regulations plus strategies of the institution, its classified assembly and to the prospects of institution. Basic purpose of orientation is greeting the newly selected staff and making them realize that they are at home. According to DeCenzo and Robbins (2002), the basic purpose of orientation is to acquaint the newly selected staff members with the institution's objects, past, viewpoint, processes, and instructions; interconnected applicable human resource management procedures like work hours, salary processes, welfares; analysis the precise responsibilities and accountabilities of the newly selected staff deliver a tour of the institution bodily accommodations; and familiarize the staff to his/her administrator and other staff members. The significance of orientation cannot be undervalued. Lack of proper orientation procedure or not implemented the orientation procedure may build misperceptions in the minds of new selected staff and they might take additional time in presentation of their responsibilities or might obligate unsafe mistakes due to their over confidence. In this way the output of an institution may decrees.

Dessler (2006) describe four consequences of fruitful orientations; put newly selected staff at ease, presenting them the rules and regulation of an institution and show them the history of institution, illuminating the prospects of the institution from newly recruited staff members and at the end, mixing them according to the requirements of institution. In education sector, newly recruited staff member also need orientation from administrators. The newly recruited teachers obligatory direction on rules and regulations of their service, administrative pyramid, the method of assessing their presentation, the task announcement and goals and objectives of their institution.
For the adjustment of newly recruited staff with new profession and with the department orientation is basic step. Orientation is a technique to exonerate newly selected staff members with specific features of their new job, together with welfares agenda, working hours, and establishment rules and prospects.

2.3 Training and Development

In order to transform the new staff into efficient and resourceful member of institution they should be integrated into the institution. Their capabilities plus talents essential to be extended plus refined over and done with accomplishments like exercise and growth. (Dessler, 2006) describe training as a technique which useful to deliver fresh staff with the talents desired to accomplish their responsibilities. The term growth talk about the extending

prospect of the staffs trusts that the growth accomplishments support an individual mark optimistic assistances to institution. Main function of training is existing occupation though function of development is enlargement of their present information and progress. Together training and development are the main features in upholding the presentation of staff in an institution.

Inclusive training and development agenda recognized to be significant components of competent presentation (Morningstar, et, all 2016). In Russia a significant study in this respect was carried out which shows that training provides an institution, the modest improvement (Yozi, 2018). One more research of 18 Western administrations also stressed the proficiency growth in overall and training in specific (Ocen, Francis, & Angundaru, 2020). Subsequently, there is said to be solid association among worker training and organizational presentation.

2.4 Performance Appraisal

One more significant human resource management practices element is performance appraisal. Its objectives to assess the present and the past presentation of staff established on the presentation principles with the opinion to increase performance (DeNisi, & Murphy 2017). It warranties that the workforce stay focused on the consequence of performance (Albrecht, Bakker, Gruman, Macey, & Saks 2015). (McGrath, Taenzer, Karon, & Blike, 2016) comprises surveillance and conclusion in the presentation evaluation. This might use to recompense the persons whose presentation is superior to others. Therefore, it assesses the effort of the staff as well as stimulates them to expand their upcoming presentation. It offers a chance to the staff to recognize the abilities that they requisite to obtain in order to advancement within institution.

A staff member whose progress is going to assess he/she should be engaged in complete process. They should be informed even in increasing the scheme of presentation evaluation. There are solid indication that their contribution in evolving evaluation system clues to constructive responses to the procedure and essentially upsurge hope for top supervision (Ramki, 2015). This wisdom of ownership grows the gratification of the juniors with the evaluation discussion, the evaluation scheme and inspires them to expand their presentation (Cawley, 2019). Presentation evaluation is essential as it is an essential part of an institution's presentation management procedure.

2.5 Compensation and Benefits

The pay and rewards of all kind which an institution recompenses to its staff members are called compensation and benefits. Recompense is an action of human resource management process from end to end which staff acquire every type of remuneration in coming back of accomplishment the responsibilities allocated by the management (Coccia, & Igor,2018). There is antecedence of numerous staff members being rewarded inconsistently for the similar work. This inconsistency seemed cautious in relations to distinct transformations in knowledge, abilities, and presentation as well as hopes that superiority, advanced presentation, or together justify greater remuneration.

We observe that in Asian setting, it has been noticed that the superiority system has prejudiced remuneration situation. It is noted that the performance of staff might enhance through compensation and benefits (Hee, & Jing, 2018). There are some more benefits of compensation and benefits as well; the wish to hold the staff the rise in inspiration and employment gratification (Ibrahim, & Brobbey 2015). On the other hand, if any institution reward less to its staff members it seems to be disappointed the staff and perhaps they leave the institution. (Hee, & Jing, 2018). as staff have a habit of comparison their compensation with that of other staff members in the similar institutions.

Cooke, Cooper, Bartram, Wang & Mei (2019) tinted the element that the institution are presenting advanced compensation strategies have straight association with development in institutional presentation. It is very basic for the progress of an institution that their system of compensation and benefits must be fair and impartial. (Ahmad, Bibi, & Majid, 2017) struggled that this situation can be talented by obeying to four significant preparation; 1) accompanying examinations or conversations to know the view of the staff, 2) collaborating evidently the gratifying processes and considering all staff unswervingly when looking for input 3) comprising the payments that workers are actually anxious about and 4) clearing up clearly the directions and reason of the payments procedure.

2.6 Working Environment

Favorable environment of an institution should boost its performance melodramatically. If the administration arrange favorable environment for its staff then the working condition of that institution will be healthier. (Byars and Rue 1997) classify that it is too much important for an institution to provide healthy environment to its staff today. It is the primary obligation of an institution to provide safe and sound environment to its staff like safeguard the staff from smoking, alcohol, all other types of drugs abuse, and stress etc.

Security of the staff is an important element of human resource management practices (Ahmad & Jameel, 2018).It is an observed phenomenon that if the staff members are satisfied regarding their job security their performance will increase automatically, else, they will take away their duties. That's why security of jobs plays a conclusive role for long term relationship of employees and employers. It is mainly significant in the perspective of

human resource management practices (Rana & Sharma 2019).

2.7 Functions of a Human Resource Manager

A human resource administrator who took responsibility to accomplishing the purposes of an institution surely an administrator who have higher mental caliber, a fanciful and a thinker who purpose the creativity to form the forthcoming in shape of administering the humanoid capital in an institution towards prosperous and innovative strategies (Williams, 2005).

HR person as a Scholar: The primary ability in field of human resource as associated to engineers or financial specialists is the ability to interconnect, strong comprehend along with all these he/she must be a professional when he/she is going to launch rules and contracts on paper (Werner, 2021). A man's ability is entirely depend on his/her proficiency in language. A manager must have interaction with the staff and he has to deal the workers and he should be able to communicate effectively with the workers. (Bódi, 2016) stated that a manager must be in position to implement the rules and regulation in true sense and have to manage the difficulties of institution. The result of whole discussion is that a manager must be an intellectual person so that he must be able to administer staff in a gentle way (Nowicka, Ciekanowski, & Pauliuchuk, 2019).

HR person as an Educationalist: Command over language and communication with staff is not only sufficient skill for manager. He must be strongly anxious to learning through training and development and in this way have to proceed. Actually whole staff of any institution like to see progress of his administrator and institution. For the progress of every individual and organisation a manager not only have to implement strict rules to acquire training and development for every staff member although he himself have to be a good educationalist. Any individual person who always busy in legal proceeding of the institution will not be good administrator of the future (Farazmand, 2017).

HR person as a Discriminator: An hr administrator should have the ability to diagnose between correct and incorrect, reasonable and un-reasonable and valuable and valueless. Simply he must be a good judge that when he is member of selection board he must be able to take fair and impartial decision for the benefit of institution (Kleine, Langenbach, & Zhurakhovska, 2016).

HR person as a Decision-maker: The hr person must be a good decision maker in order to implement policies with speed and accuracy for the management and progress of institution. He has to establish good office decorum and make principles to perform by the staff. He must have the ability to unite the staff to achieve the institutional objectives and must have a good status that he can build relation with other organizations. He have to maintain his status for the benefit of institution. He must have interest to find out the causes of delay in work and have ability to eradicate the useless practices which are not consistent with the objectives of institution (Farazmand, 2017).

HR person as a Forerunner: In this modern political era a human resource person must be a leader and have abilities of a political leader to administer the individual or groups for the wellbeing of institution. He himself must be a role model in every walk of life for the staff that every worker motivate towards better performance of the institution. He have the ability to decide the conflicts of peoples either individually or in groups and have to inspire staff for teamwork in institution (Meyers, Woerkom, Paauwe, & Dries, 2020).

HR person as a Humanist: A human resource manager have utmost believe on social customs and have sympathy with social issues, basically in developing countries it is very essential for a human resource person. He must have good working relation with staff who are working in different fields to share the sorrows and joys of life with him. He should do his work with kind and intellectually to accomplish the objectives of institution (Latemore, Steane, & Kramar, 2020).

HR person as a Visionary: Future vision is the primary function of every institution so a human resource person must be a visionary man who are able to compete the difficulties and laid down the path of progress for the institution (Varkkey & Dessler, 2018). He must be a thinker so that he is able to make policies for the institution and pave the path of good relationship between institution and society. He should be anticipated on the societal responsibilities of the initiative, particularly if it is in the public sector, where one has to work inside the framework of communal accountability. He must be well aware about the socio economic change in the world. He must be a philosopher that ha have to know the upcoming challenges and make policies in advance to tackle the future challenges (Rahuman, 2022).

Davies, (2019) describes that it is difficult to mark out the history of management. A few perceive that management is modern concept. On the basis of those management not have pre-modern history? On the other hand others think that like SUMERIAN trailers and builders of pyramids of ancient Egypt management have its history. Possessors of slave think that so many centuries' initiatives face the problems of management like motivation of dependents but the industrialists who make plans of administrations not face the problem of management of workers. Though initiative like feast of Arabic numbers in (5th to 15th century) plus categorization of dual entrance book possessing (1494) given tools of management like assessment, evaluation etc. Assuming the gage of profitable actions

plus the deficiency of automatic record protection and recording earlier the manufacturing uprising, this made the intellect for maximum proprietors of initiatives in that era to take-out management role for institutions and for themselves. However as institutions maximize their capacity the management functions become common between employers and employees.

HRM has undertaken an abundant upheaval through enquiring the recognized practices and re-inventing the associations plus assemblies. All out-of date practices have been stopped. For illustration it might observe that pyramids are disappearing and too much emphasis on flat institution. It means that better skills and opportunities. And promote the standards of work and presentation (Crawshaw, Budhwar & Davis, 2014). Modern character of HRM extra tactical than earlier Few up to date directions of the role of HRM given below.

1. An Expediter of Revolution. Toward transfer individuals via turmoil needs real administration of humanoid capitals management.
2. An Assimilated Methodology to Administration. Somewhat like insulated role, humanoid assets is considered such as central action, one which forms an institutional values. Specifically this have an influence on client provision.
3. An arbitrator. Starting the new plus developing ambitions and necessities of the institution and the specific (2008 Society for Human Resource Management. Myrna Gusdorf, MBA, SPHR).

Above mentioned changes include extra assurance of the institutions for the development of staff by cultivating presentation and reducing prices. Due to this the period of occupancy, that was conventionally lengthy is shortened, forthcoming become a smaller amount of surety, administration chances are self-determined and inspiring aspects are too much anxious by improving upcoming employability relatively faithfulness towards institution, meanwhile compensation and benefits have increased in shape of higher wages (Crawshaw, Budhwar & Davis, 2014). Upcoming imaginative professions, demand extra involvement approach to professional expansion that included:

❖ Interchange staffs through strategic companion of institution in shape of inner moves.
❖ Inspire freedom: Staffs may go somewhere else for professional up gradation, hopefully they will return after some time.
❖ Funding the group of staffs so that they may be contractor's for the other institutions.
❖ Inspire staffs in such a way so that they are able to think about themselves as business and other organisations or departments as client.
❖ Inspire staffs to improve clients outdoor the administration.
❖ It helps staff to improve direct marketing, networking and consultancy services to empower them to find, identify and generate novel chances for staff and for institution.
❖ Recognize experienced persons of other institutions who can subsidise on a momentary task basis or over time.
❖ Commonly reveal workers to innovative persons and thoughts to motivate novelty.
❖ Manage outer enrolment at all levels in contradiction of inner up gradation to inspire competition, competitive offering for careers to depress looking places as somebody's region that reasons self-protective conformism.
❖ Forster extra cross-functional co-operation for personal progress.
❖ Eradicate philosophy of esteeming situations as professional objectives in errand of depicting a profession as a sequence of higher schemes, successes and novel talents cultured. This type of perception is now part of the outward idea of the institutions. Situations are now out dated. Procedures and plans are popular.
❖ Exchange high-low valuation procedures with personal evaluation methods and calculate presentation in shape of output (Crawshaw, Budhwar & Davis, 2014).

Garcia-Diaz, Castillo & Cabral, (2016) explained that following points highlighted the Nature of Human Resource Management.

Elementary completely Efficient Zones: HRM pervades completely the practical range of administration like manufacture administration, economic administration, and advertising administration. So that each administrator from highest to lowest, serving in any sector has to accomplish organisational purposes.

Employee's centred: HRM is employee's centred and relates to all types of associations. It is connected to all kinds of persons from highest to the lowest of institution.

Individual Actions or Tasks: Human Resource Management includes a lot of functions related to administration of staff in institution. It comprises manpower designing, staffing, development, evaluation and reward of workers. For the presentation of these actions professionally, a distinct section recognised as Staffs Section is formed in maximum of the institutions.

Incessant Procedure: HRM is not a one round role. It should be done unceasingly if the administrative purposes completed efficiently.

Established on Social Relationships: HRM is related to incentive of social capitals in institution. Staff cannot be handled similar to bodily aspects of manufacture. Everyone takes different requirements, insights plus prospects. Administrators must provide necessarily care towards these features. Administrator need social relationships and

abilities to handle with the staff in institution. Social association skill are also required in development, evaluation, allocation and up gradation of juniors.

Main functions of human resource management are categorized into two types: According to (Guy Ahonen, Steiner & Aanses 2014) there are two main functions of HRM which are mentioned below Operative Functions Managerial Functions

Operative Functions: Under mentioned functions are the Operative Functions of HRM.

Recruitment of Staff: It related to the gaining of the correct skillful and quantity of workers essential to fulfill institutional objectives. It deals precisely with such issues as the resolution of manpower necessities, their selection, training, appointment and positioning, etc.

Progress of Staff: Progress deals in increasing through development and ability that is essential for accurate job enactment. So that a lot of strategies of training are used to enhance workers. Making comprehensive up gradation strategy, and creating performance appraisal are the factors of employee's improvement task.

Compensation and benefits to Staff: Compensation and benefits means willpower of satisfactory and impartial payment of staff in response of their involvement to institutional goals. To conclude the financial reward for numerous jobs is one of the most hard and significant task of the personnel administration. So many options are put into action, job-evaluation, payment, policy, creative and first-class strategies, bonus policy and co-partnership. It also contributes the institution for accepting the proper wages, policy of payment and wages at correct time.

Maintaining Good Industrial Relation: Human Resource Management shelters a varied field. It is wished-for to decrease troubles, encourage institutional peace, offer reasonable arrangement of staff and create institutional democracy. If the personnel manager is incapable to create pleasant relations between administration and staff institutional unrest will take place and thousands of man-days will be vanished. If employment administration relations are not good the ethical and bodily situation of the staff will hurt, and it will be a harm to an institution vis-à-vis a nation. Henceforth, the personnel manager must make pleasant relations with the help of adequate communiqué scheme and co-partnership.

Record Keeping: Collection and conservation of info anxious to staff members of an institution is called record keeping. For the decision making of administrators like promotion etc. it is too much important.

Personnel Planning and Evaluation: In this scheme numerous types of actions are assessed such as assessment of presentation, separate strategy of an institution and put into practice those procedures, staffs inspection, confidence, assessment and presentation evaluation (Guy Ahonen, Steinar & Aasnæss, 2014).

Managerial Functions: Under mentioned functions are the managerial functions of HRM.

Preparation. Preparation purpose of HR branch concerned with footsteps occupied in decisive advance staff necessities, staff platforms, rules etc. Subsequently defining that exactly how much and which kinds of person are needed, a staff manager has to plan means to encourage them.

Administration. Underneath administration, the HR administrator must be classify operational functions by scheming arrangement of affiliation between jobs, personnel and bodily features popular to have extreme involvement to institutional objectives. Through this mode a staff administrator should perform undermentioned steps.

1. Groundwork of mission power.
2. Distribution of labor to persons.
3. Assimilation of the hard work of the mission power.
4. Organization of effort of staff with that of the organization.

Leading: Leading is related to beginning of prepared act plus inspiring the staff for effort. Staff administrator leads activities of staff of the institution to obtain its purpose done properly. A staff administrator leads and inspires the staff of the institution to shadow the route placed already;

Governing. Governing gives primary information to establish values, marks job evaluation and give value to skill. These methods support in proper control of the potentials, period and efforts of staff (Ahonen & Aasnæss, 2014).

■ **3.0 METHODOLOGY**

Quantitative research methods are research methods dealing with numbers and anything that is measurable in a systematic way of investigation of phenomena and their relationships. It is used to answer questions on relationships within measurable variables with an intention to explain, predict and control a phenomena (Leedy 1993). In present research quantitative research was used and survey design used. Data were collected through questionnaire based on 6

subscales, consisted of 34 items.

3.1 Objectives of the study

The objectives of the study were to:
1. To find out the human resource management practices among public sector universities of Punjab.
2. To examine the human resource management practices among public sector universities of Federal.
3. To compare the human resource management practices of public sector Universities of Province Punjab and Federal universities in Islamabad Capital Territory.

3.2 Research Questions

Following research questions were postured based on the objectives of the study:
1. Are the Punjab Province universities recruitment and selection management practices better than Federal level universities?
2. Is the working environment of Punjab level universities more conducive for learning and helpful in research & development than Federal level universities?
3. Are male faculty members of Federal level universities more pleased with the human resource management practices than female faculty members?

3.3 Population

All the faculty members of General Public Sector Universities of Islamabad Capital Territory and Province Punjab were the population of the study. Approximately 1000 faculty members were the population of research. Out of which 275 were the size of sample and research tool was distributed to 275 faculty members across the 11 Universities including 179 male and 96 female. Out of which 269 were returned back and 264 were fond correct for analysis.

Size of Sample
Faculty members were selected conveniently (100%) of said Universities of Islamabad Capital Territory and Province Punjab, Pakistan.

■ 4.0 RESULTS

Islamabad Capital territory and Province Punjab regarding process and standards of Recruitment and Selection of staff in Public sector Federal Universities and universities of Province Punjab

Table 1: Respondents Background

Job Status	N	Mean	Std. Deviation	df	T	P
Punjab Federal	196	16.51	6.676	262	1.087	0.641
	68	18.05	7.077			

As shown in the table 1 the mean score (Mean/SD=18.05/7.07) of federal level Universities about human resource management practices with respect to process and standard of recruitment and selection was not significantly different than the mean score of Punjab level universities (16.51/6.676). Since the t value 1.087 p = 0.641 which is greater than 0.05 levels. Slightly greater mean of the federal universities shows that they are a bit ahead than the universities of Province Punjab, Pakistan with respect to human resource management practices and standard of recruitment and selection of staff in universities of Province Punjab and federal. All the findings of research were made on the basis of collected data after analysis by using SPSS latest version. In this para a little bit difference found between public sector Federal Universities and Universities of Province Punjab, Pakistan.

Table 2: Comparison of Mean Scores about perception of universities Faculty members of Islamabad Capital territory and Province Punjab regarding Orientation practices in Universities of Province Punjab and federal.

Table 2: Orientation Practices In Universities Of Province Punjab And Federal

Job Status		N	Mean	Std. Deviation	df	T	P
Orientation	Punjab	196	19.12	4.389			
	Federal	68	20.98	4.618	262	2.010	0.895

As shown in the table 2 the mean score (Mean/SD=20.98/4.618) of federal level Universities about human resource management practices with respect to orientation practices to staff in universities was not significantly different than the mean score of Punjab level universities (19.12/4.389). Since the t value 2.010 p = 0.895 which is greater than 0.05 levels. This means faculty members of Province Punjab and Federal universities were of the same opinions about the orientation practices to staff in universities of Province Punjab and Federal.

Table 3: Comparison of Mean Scores about perception of universities Faculty members of Islamabad Capital territory and Province Punjab regarding Training and Development Practices in Universities of Province Punjab and Federal

Table 3: Perception of Faculty Members Regarding Training And Development Practices

Job Status		N	Mean	Std. Deviation	df	T	P
Training & Development	Punjab	196	20.27	8.107			
	Federal	68	19.48	6.136	262	0.534	0.581

As shown in the table 3 the mean score (Mean/SD=19.48/6.136) of federal level Universities about human resource management practices with respect to training and development was not significantly different than the mean score of Punjab level universities (20.27/8.107). Since the t value 0.534 p = 0.581 which is greater than 0.05 levels. This means faculty members of Province Punjab and Federal universities were of the same opinions about the training and development to staff in universities of Province Punjab and Federal.

Table 4: Comparison of Mean Scores about perception of universities Faculty members of Islamabad Capital territory and Province Punjab regarding Performance Appraisal Practices in Universities of Province Punjab and Federal

Table 4: Perception of Faculty Members Regarding Performance Appraisal Practices

Job Status		N	Mean	Std. Deviation	df	T	P
Performance Appraisal	Punjab	196	16.22	4.365			
	Federal	68	16.73	4.427	262	566	0.938

As shown in the table 4 the mean score (Mean/SD=16.73/4.427) of federal level Universities about human resource management practices with respect to performance appraisal practices was not significantly different than the mean score of Punjab level universities (16.22/4.365). Since the t value 566 p = 0.938 which is greater than 0.05 levels. This means faculty members of Province Punjab and Federal universities were of the same opinions about the performance appraisal practices of staff in universities of Province Punjab and Federal.

Table 5: Comparison of Mean Scores about perception of universities Faculty members of Islamabad Capital territory and Province Punjab regarding compensation and Benefits in Universities of Province Punjab and Federal.

Table 5: Perception of Faculty Members Regarding Compensation And Benefits

Job Status		N	Mean	Std. Deviation	df	T	P
Compensation & benefits	Punjab	196	18.18	3.643			
	Federal	68	18.14	4.078	262	0.051	0.616

As shown in the table 5 the mean score (Mean/SD=18.14/4.078) of federal level Universities about human resource management practices with respect to compensation and benefits was not significantly different than the mean score of Punjab level universities (18.18/3.643). Since the t value 0.051 p = 0.616 which is greater than 0.05 levels. This means faculty members of Province Punjab and Federal universities were of the same opinions about the compensation and benefits in universities of Province Punjab and Federal.

Table 6: Comparison of Mean Scores about perception of universities Faculty members of Islamabad Capital territory and Province Punjab regarding Working Environment in Universities of Province Punjab and Federal.

Table 6: Perception of Faculty Members Regarding Working Environment

Job Status		N	Mean	Std. Deviation	df	T	P
Working Environment	Punjab	196	20.80	4.308			
	Federal	68	20.59	4.677	262	0.231	0.801

As shown in the table 6 the mean score (Mean/SD=20.59/4.677) of federal level Universities about human resource management practices with respect to working environment in universities was not significantly different than the mean score of Punjab level universities (20.80/4.308). Since the t value 0.231 p = 0.801 which is greater than 0.05 levels. This means faculty members of Province Punjab and Federal universities were of the same opinions about the working environment in universities of Province Punjab and Federal.

Table 7: Comparison of Mean Scores about perception of universities Faculty members of Islamabad Capital territory and Province Punjab regarding Human Resource Management Practices as a whole in Universities of Province Punjab and Federal.

Table 7: Perception of Faculty Members Regarding Human Resource Management Practices

Job Status		N	Mean	Std. Deviation	df	T	P
Whole Questionnaire	Punjab	196	111.0980	23.44888			
	Federal	68	113.9545	23.88339	262	587	0.849

As shown in the table 7 the mean score (Mean/SD=113.9545/23.88339) of federal level Universities about human resource management practices with respect to human resource management practices as a whole in universities of Province Punjab and Federal was to some extent different than the mean score of Punjab level universities (111.0980/23.44888). Since the t value 587 p = 0.849 which is greater than 0.05 levels. Slightly greater mean of the federal universities shows that they are a bit ahead than the universities of Punjab with respect human resource management practices as a whole in universities of Province Punjab and Federal.

■ 5.0 DISCUSSION

The main objective of this study was to provide result about perception of faculty members of public sector Federal Universities and the universities in Punjab of regarding human resource management practices. The indicators of this study were recruitment and selection, orientation, training and development, performance appraisal, compensation and benefits, and working environment. A self-developed questionnaire consist of 34 items five point rating used as research tool in this study. Major finding of this study indicated that human resource management practices were same in Universities of Province Punjab and federal. Slightly difference was found in comparison between the results of public sector Federal Universities and Universities of Province Punjab, Pakistan. If we consider that slightly difference then we can say that public sector federal Universities a little ahead as compare the Public sector Universities of Province Punjab, Pakistan.

■ 6.0 CONCLUSION

On the basis of t-test comparison it was concluded that perception of Universities faculty members of Islamabad Capital Territory and Province Punjab regarding human resource management practices in universities of Province Punjab and Federal were found to be similar. The present study investigated the comparison of selected Human Resource Management practices in public sector universities of Pakistan at Federal level and Province Punjab. The selected Human Resource Management practices were, recruitment and selection, orientation, training and development, performance appraisal, compensation and benefits, and working environment.

A little bit difference was found between the Human Resource Management practices in Administrative matters like recruitment and selection, orientation, training and development, performance appraisal, compensation and benefits, and working environment. And Higher Education Commission which is a managing body between universities is working on the equal ground in both public sector universities of Pakistan at Federal level and Province Punjab. For the finest set-up of diverse difficulties of day to day accomplishments each university of the Pakistan and other states of the world has dissimilar implementing bodies like senate, syndicate, academic council, advance studies and research board, etc. the names may be different whether public sector have the same procedure for recruitment and selection, orientation, training and development, performance appraisal, compensation and benefits, and working environment. Decision making exercise is very significant and seen in day to day happenings and process of diverse problems of the universities. The university decision-making and law-making forms judgments which affect the entire system; Valero (1997) initiate these forms appliance numerous rules and policies for operation and continuation of institutional arrangement of university system.

Recruitment and selection of staff in universities is found dissimilar up to some extent at Federal level universities in Islamabad Capital Territory that in Federal universities this practice is implemented more efficiently as compare to universities of Province Punjab. No significant difference was found in Orientation practices in both public sector universities of Pakistan at Federal level and in Province Punjab. No significant difference was found in Training and Development practices in both public sector universities of Pakistan at Federal level and in Province Punjab. No significant difference was found in Performance appraisal practices in both public sector universities of Pakistan at Federal level and in Province Punjab.
No significant difference was found in Compensation and Benefits practices in both public sector universities of Pakistan at Federal level and in Province Punjab. No significant difference was found in Working Environment of staff in both public sector universities of Pakistan at Federal level and in Province Punjab. While to some extent difference was found in Human Resource Management Practices as a whole in universities of Pakistan that at Federal level universities in Islamabad Capital Territory these practices are implemented to some extent more efficiently as compared to universities in Province Punjab.

■ 7.0 CONCLUSION RECOMMENDATION

Keeping in view the findings of the study and conclusions, following recommendations made.
This study was based on data which provided to some extent difference in Human Resource Management Practices as a whole in universities of Pakistan that at Federal level universities in Islamabad Capital Territory these practices are implemented to some extent more efficiently as compared to universities in Province Punjab. One may extend this work to design longitudinal study in order to assess change in perception of Universities faculty members regarding HRM Practices over time due to change in HRM practices.

Data were obtained from Universities faculty members that restrict the generalize ability of the finding to university sector only. One may include diverse sample from the sectors other than universities. So that inter organization comparison may be made.

Quantitative research method was used to analyze data yet one may use other techniques of data analysis like mixed method research, and more refine statistical techniques to address related research questions. Like what strategies can be used to enhance the efficacy of HRM practices in order to meet modern international

standards related to HRM Practices. Example (if a researcher adopt qualitative method of research or mixed method research then researcher have opportunities to use multiple research tools and ultimately have opportunity of analysis of data in variety of ways).

Quantitative data were generated from the employees using 34 item questionnaires which assessed perception of faculty members that may be biased at time. One may use 360 degree appraisal technique in which more than one source provides perception of faculty members apart from his\her own. This technique may be useful to enhance authenticity of the quantitative data.

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