
HUMAN RESOURCE DEVELOPMENT PRACTICES ON QUALITY OF HIGHER EDUCATION IN PUBLIC SECTOR UNIVERSITIES OF BALOCHISTAN

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ABSTRACT

Human Resource Development (HRD) is the most essential framework for the employees and organizational development. HRD provides the enough opportunities for the employees to develop their personal skills, knowledge and abilities. This study is based on six dimensions of the HRD practices in public sector universities of Balochistan and observed the employees' perceptions. The objective of the study is to examine the perception of the employees regarding the HRD practices on the quality of higher education in the public sector Universities of Balochistan. This study is a quantitative research and questionnaire was used for data collection. Questionnaires were distributed among faculty members and administrative staff of four focused universities. The five points Likert and Nominal scales have been used in the questionnaire. Descriptive statistics are used for frequency, percentage, and graphical estimation. Inferential statistic, Chi Square is used for hypothesis testing. The Coefficient of Cronbach's alpha is used for reliability test. The results show that the employees have an optimistic view about quality of work life & welfare, organizational

development, professional training & development, performance appraisal & rewards, and participative management except for human resource system & technology. It has been observed that HRD practices are given due consideration for the improvement of quality of higher education in these universities. Therefore, universities should improve their human resource system & technology by launching an information management system or learning management system and also give concentration on other dimensions such as participative management. The HRD practices are very important for the quality of higher education in public sector universities and top management of the universities should give close attention to these HRD practices.

KEYWORDS

HRD Practices, Public Sector Universities, Employees Perception

INTRODUCTION

Human resource development (HRD) is an important framework and technique for the employees to improve their personal skills, knowledge, abilities and organizational development. It makes the existing practices to be more strengthen those knowledge, skills and abilities and make them even better for employee performance and efficiency. HRD is the part of Human Resource Management (HRM) that exactly deals with recruiting and secretion, planning and organizing, training and development (Stewart, 2018). Human resources development is an essential tool for any institution that would be like to be go-ahead and growth oriented. The human resource development has extensive potential capabilities that can be used only by making an environment that can continuously recognize and use the abilities of the individuals. HRD practices have been developed to perform the given dimensions based on certain principles. This gives the consideration of the concept of human resource development system, interconnected mechanisms and the changing parameters of human resource development (Peace, Smith and Mills, 1991).

Leonard Nadler (1969), was Professor at George Washington University and the author of Human Resource Development Handbook, in 1969 he was the first to introduce the concept of HRD at American Society for training and development conference in the Miami United States. Where he explained human resource development as learning knowledge, systematized for a particular time frame and planned to bring about the chance of behavioral change. Therefore, it comprises such activities as individual training & development, performance management & development, career development, performance appraisal, employee mentoring & encouragement, employee identification, succession planning and organization development.

HRD is one of the best practices for the individual and organizational development, which has the positive impact to increase the standard education and remove the backwardness of the organization and strength the employees' motivation. Successful organizations know how to increase their manpower skills, efficiency, and abilities through the human resources development practices. The human resource development is factor of an organization that distinguishes it from its opponents. In this comparative era, it is very difficult to differentiate one organization from others on the basis of infrastructure, technology and other activities. It is the human resource development factors which distinguishes the organizations into others to provide a competitive surface (Jamil, Hunjra and Khalid, 2013).

Johnson (1998) in the UNESCO world conference on higher education in Paris, expressed that the reformation and transformation of higher education degree awarding institutions are obligatory in order to let the entire nation to control the existing challenges of higher education of the 21st century. It needs to create human resource development, advance knowledge, and to train enlightened individuals and qualified professionals and specialists, without these steps no nation can improve his quality education (Abu-Teir, and Zhang, 2016). In educational institutions HRD is one of the important factor for management and faculty changing attitude, motivation and aspirations. However, higher education sectors should merely to satisfy the employee individual needs to sustain the goal to provide quality educations. It can be possible when the employees are fully satisfied with their needs within the institutional environment (Gonda, 2014).

HRD practices in Public Sector Universities

University of Balochistan (UoB) has Faculty Training and Development Center (FTDC) for the faculty development. Balochistan University of Information Technology Engineering & Management Sciences (BUIITEMS), has Directorate of Human Resource Development for the faculty development. Lasbela University of Agriculture Water Marine & Sciences (LUAWMS), and University of Turbat, (UoT) have no special HRD department. The objective of the FTDC and Directorate of Human Resource Development are; to ensure professional and personal growth of the employees. To promote link between Public and private organization through training and development and consultancy services. To assess individual and organizational performance through HRD practices, increase organizational and employee's effectiveness or efficiency.

The public sector universities are those which are predominantly funded by the provincial government and HEC Pakistan. In Balochistan there are seven public sector universities which are contributing the national education and awarding degree institutions. Wherein, this research is focused only UoB, BUIITEMS, LUAWMS and

UoT in Balochistan.

Definition of HRD Practices

The HRD comprises a broad field of practices include: Quality of Work life & Welfare, Organizational Development, Professional Training & Development, Performance, Appraisal & Rewards, Human Resource System & Technology, and Participative Management (Al-Kahtani and Khan, 2013).

Quality of Work life & Welfare

It is the organization function viewed as under which employees feel fully free and satisfied with the working environment and enhance their committed support and cooperation to the management authority to increase productivity and improve work environment. (Sequeira, and Mohan, 2016).

Organizational Development

Organizational development has enlarged to concentrate on connecting organizations with their quickly changing work environments through institutional learning, skill, knowledge and renewal of organizational norms and values (Bennis, 1969).

Professional Training & Development

It is an educational procedure which includes the enhancing of skills, knowledge, concepts, changing of attitude and achieving more knowledge to improve the performance of individuals (Harrison, 2005).

Performance Appraisal & Rewards

It is a regular technique to judge the employee's job performance and comprehensive contribution to an organization (Gomez-Mejia, 1990).

Human Resource System & Technology

The human resource system and technology manage overall interconnected aspects of human resources online database system, which is including related employee's information and personal records (*Chinn*, 2017).

Participative Management

It is type of management which involves its employees to be included of a decision making process, which literally empowers the members of the group (McMillan, 2014).

This study explores, the HRD practices on quality of higher education in public sector Universities of Balochistan. It is conducted in Balochistan, a province where public sector universities are the only sources to provide the higher education. The provincial

government and HEC, Pakistan both are belligerent to improve the standard of quality of higher education in overall educational institutions of the province, therefore this study may provide a positive out comes to help them. There are very few researches are conducted on HRD practices in higher education institutions in Pakistan. In the literature review we could not found any paper on HRD practices on higher education in public sector universities of Balochistan. This study will be new addition of the literature review for the new researcher.

This research is limited to the four focused public sector universities of Balochistan and done during 2018. The findings of this research are only applicable to LUAWMS, UoB, BUITEMS, and UoT, Universities and not to the other public sector Universities. Therefore, it is not possible to generalize the finding of this research to the all public sector universities in the province. This study was not funded to any organization and it has been relied on the personal savings.

LITERATURE REVIEW

In the following studies has been completely reviewed which were conducted by different researchers in the field of HRD practices in higher education institutions. Okoye and Raymond (2013), wrote that HRD is the most obligatory part of an institution and it is managing a big and reasonable department of the organization resources. Therefore, HRD is directly linked to the success of an institution or organization where it must be designed and planned, the process by which competent authority intends to support its HRD department to achieve its target through the workforce development. Susan (2006), study stated that HRD practices are completely needed and strategic approach for supervision employees in the work station, environment and organization culture. Potential human resource permits employees to fully contribute and run the company through its true direction to achieve successfully of the organization's goal and objectives within the time frame. Jain (1996), argued about the effect of HRD practices and policies which may enhance the organizational effectiveness and improvement of an organization and its human resource atmosphere. Bhatnagar and Menon (1999), threw the light over that organization can intends to survive and gain prosperity in timely changing its work environment, and its human resource department must be developed independently. The training and and organizational development, performance management processes, career's programs, and human resource planning system are the strategic parts of any institution. Mufeed and Rao (2003), suggested on their research that adopting positive human resources development practices through better reward providing mechanism in organization, can possessing the dedicated employees and productive high performers.

Hassan, Hashim and Ismail (2006), highlighted the significance of human resource development practices throughout employees' development atmosphere and intention

of quality improvement in organization. This research's perception of HRD practices indicates the ISO certification to examine whether it is productive in increasing the HRD practices in any organizations. Lombardozzi (2007), indicated on the five imperatives including (practicing cognizant competence, requesting for the proof and research base for solutions, partnering with researchers, studying strategic human resource development problems, and keep on current in the field) for HRD practitioners to ignore the negligence and to be further capable in the current period to face the human resource challenges. Amjad, Haque and Colclough (2005), noted that the skilled development has not properly followed and it literally neglected zone in Pakistan where the job skills and vocational trainings are improved at narrowly while social, personal, cognitive and creative skills are not taken any concentration.

The country's organizations are producing low level skill individuals and the state needs to come out this situation to walk into education, knowledge and skill based economy. Sharma (2011), said in the recent research HRD practices in HEIs means the policies and practices of the educational institutions towards examining and building the talent of the faculty staff, administration staff and students. HRD grantees that institutions can improve their faculties' skill on doing training and development programs. Hardly higher education Institutions may focus their concentration on the training & developing of the employees to sustain the administration and faculty staff motivation & counselling. Training and development in academia should be connected of the strategic plans of the organization, because it is more important for the faculty development today (Bush and Ames, 1984). Regarding this dissertation, the researcher introduced a general model of human resource development that elaborates the variables seeking meaningfully to the improvement of public sector institutions in the country.

RESEARCH OBJECTIVES

1. To examine the employee's perception about HRD practice Quality of Work Life & Welfare in Public Sector Universities of Balochistan.
2. To examine employee's perception about HRD practice Organizational Development in Public Sector Universities of Balochistan.
3. To examine the employee's perception about HRD practice Professional Training & Development in Public Sector Universities of Balochistan.
4. To examine the employee's perception about HRD practice Performance Appraisal & Reward system in Public Sector Universities of Balochistan.
5. To examine the employee's perception about HRD practice Human Resources Systems & Technology in Public Sector Universities of Balochistan.
6. To examine the employee's perception about HRD practice Participative Management in Public Sector Universities of Balochistan.

RESEARCH QUESTIONS

1. Does the Public Sector Universities are practicing HRD Dimensions (Quality of Work Life & Welfare, Organizational Development, Professional Training & Development, Performance Appraisal & Reward System, Human Resources Systems & Technology and Participative Management)?

RESEARCH METHODOLOGY

Theoretical framework has been developed from dimension of the HRD. It is used by various researchers in the existing literature. Kahtani and Khan (2013) used the six dimensions of HRD to evaluate the HRD practices.

Research Theoretical Framework

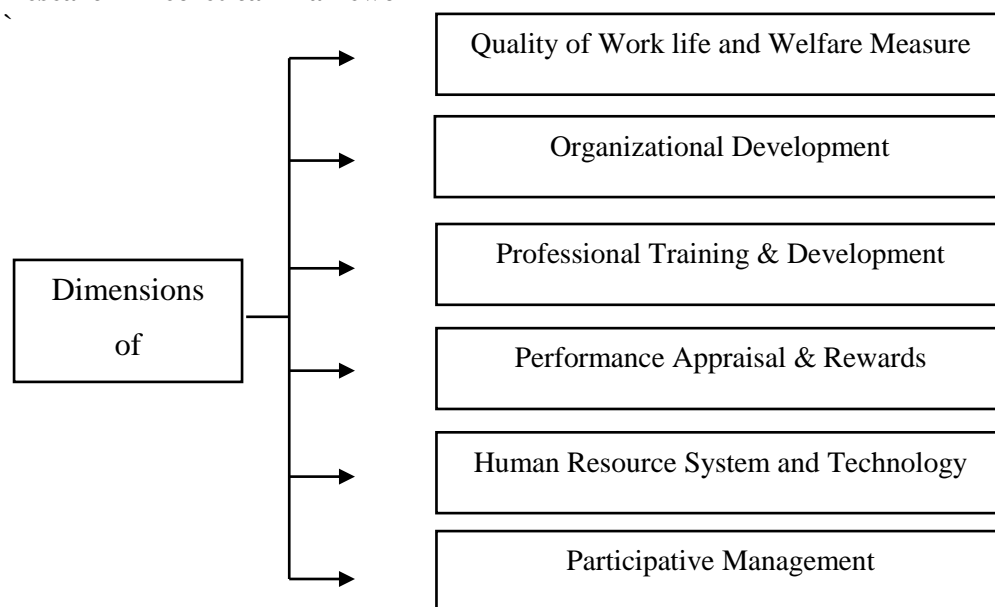


Figure 1. Theoretical Framework

Data Collection

This study is a quantitative research and for the data collection questionnaire are designed in the google drive and also printed hard copy and distributed among the respondents in the focused institutions. The Likert scale and Nominal scales have been used in this research. A random sampling technique is used for collection of data to avoid the biasness in study. The random sampling has been taken from target areas of public sector Universities of Balochistan. The survey questionnaires were distributed among faculty members, administration officers and management staff of four higher

education institutions randomly belongs to different departments including human resource section. The target samples are taken from UoB, Quetta, LUAWMS, Uthal, BUITEMS, Quetta and UoT, Turbat.

Tool for Data Analysis

Data collected from primary sources was analyzed through SPSS using various statistical techniques such as descriptive analysis and inferential analysis. Descriptive statistics analysis including frequency distribution, percentage and graphical method. In inferential statistics analysis including the Pearson's Chi Square is used for hypothesis testing and correlation analysis have been applied for finding the relationship among respondents because the data is in the form of ordinal. Moreover, the coefficient of Cronbach's Alpha is used for reliability test which is 0.92.

RESULTS AND FINDINGS

Table 1: Reliability Statistics

Cronbach's Alpha	Criteria	No. of Items
0.927	0.70	42

The Cronbach's Alpha for 42 items is 0.927 which is greater, and suggesting that the items have relatively high internal consistency and acceptable.

Demographic Analysis

The following table represent the frequency and percentage of different demographics of the 200 valid respondents.

Table 2: Gender

	Frequency	Percentage
Male	152	74
Female	48	26
Total	200	100

Table 3: Public Sector Universities

No.	University	Frequency	Percentage
1	LUAWMS-Uthal	59	29.5
2	UoB-Quetta	60	30.0
3	BUITEMS-Quetta	56	28.0
4	UoT-Turbat	25	12.5
	Total	200	100

Descriptive Statistics Analysis:**Table 4: *Quality of Work Life and Welfare Measures (QWLWM)***

Dimension 1: (QWLWM)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Institutional climate is favorable for employees to create new skills and talent.	5.5%	20.5%	23%	41.5%	9.5%
Institution has accurate job description.	4%	16%	20%	50%	10%
Competent authorities give importance to HRD practices and while framing management policies.	3.0%	17.5%	32%	42.5%	5%
Welfare measures are provided to employees to be satisfied of his job.	7.5%	37.5%	22%	31.5%	1.5%
Do you think the QWLW increases the employee workload efficiency?	0%	9%	19%	52%	20%

Table 5: *The Organizational Development (OD)*

Dimension 2: OD	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Institution allows employees to experiments with new methods and creative ideas.	9%	21%	20%	41.5%	8.5%
Good team-spirit and cooperation between faculties and administration.	4%	19.5%	24%	42%	10.5%
Employees are aware about HRD policies of the institution.	6%	36%	19%	30%	9%

Promotion selection is based on merit/seniority and not on any favoritism.	12.5%	21%	32.5%	24.5%	9.5%
Juniors are provided growth opportunities rather than senior staff.	3%	23%	28%	40.5%	5.5%
Do you think OD is significant for the employee efficiency?	2%	5.5%	21%	58.5%	13%

Table 6: Professional Training and Development (PTD)

Dimension 3: PTD	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Professional Trainings are organized in your institution on regular basis.	3%	20%	24%	46.5%	6.5%
Employee is funded for Training/workshop on the basis of merit/genuine needs.	4%	23.5%	35%	30.5%	7%
University conducts professional/teaching Training for New recruited employees.	4%	21.5%	19%	50%	5.5%
Employee lacking competence in doing his duty is helped rather than being ignored.	5%	20.5%	20%	43%	11.5%
In your opinion the PTD is important for the employee efficiency.	1%	3%	18%	57.5%	20.5%

Table 7: The Performance Appraisal and Rewards System (PARS)

Dimension 4: PARS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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When an employee does Good Work, the competent authority appreciate it.	6.5%	24%	18%	45%	6.5%
Performance Appraisal is based on Assessment and not on favoritism.	6%	26.5%	20%	40%	7.5%
Performance Appraisal is a joint responsibility of the appraisee and the supervisor.	0.5%	19.5%	21%	49.5%	9.5%
There is Review Committee of the performance management system.	4.5%	35%	28%	26.5%	6%
Do you think PARS is an important for the employee performance?	1%	4%	29.5%	50%	15.5%

Table 8: Human Resources Systems and Technology (HRST)

PART 5: HRST	Yes	No			
There is Human Resource Information System in this institution.	41.5%	58.5%			
There is digital library (e-library) and online materials/courses are available.	49%	51%			
This Institution has MIS/CMS or Online system, functional for the employees.	43%	57%			
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Do you think HRST implementation is important for the employee efficiency and institutions development?	1%	4.5%	19%	50.5%	25%
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Table 9: Participative Management (PM)

Dimension 5: (PM)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Seniors do help juniors for their responsibilities and duties.	6%	17%	21%	45.5%	10.5%
Top management involve the employees in decision making process.	16.5%	36.5%	20%	22.5%	4.5%
When Employee faces a problem; it is discussed openly for resolving it.	8%	20%	19%	40.5%	12.5%
There is feedback system for employees to identify Weakness and Strength.	13%	39.5%	24.5%	21.5%	1.5%
Do you think Participative Management is tool to encourage employee's satisfaction?	0%	6.5%	30%	50%	13.5%

In short, the employees are agreeing with dimensions of HRD practices such as; Quality of Work Life and Welfare, performance appraisal and rewards, professional training & development, Participative Management except Human Resources Systems & Technology. It means that these HRD dimensions are being practice in public sector universities of Balochistan.

Hypotheses Assessment of Chi-Square

Hypotheses	Value	df	Asymp. Sig. (2-sided)	Remarks
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There is no significant relationship in the employee's perception about HRD practice Quality of Work Life & Welfare in public sector universities of Balochistan	23.525***	12	0.024	REJECTED
There is no significant relationship in the employee's perception about HRD practice Organizational Development in public sector universities of Balochistan	32.386***	16	0.009	REJECTED
There is no significant relationship in the employee's perception about HRD practice Professional Training & Development in public sector universities of Balochistan	34.072***	16	0.005	REJECTED
There is no significant relationship in the employee's perception about HRD practice Performance Appraisal & Rewards in public sector universities of Balochistan.	46.163***	16	0.000	REJECTED
There is no significant relationship in the employee's perception about HRD practice Human Resources Systems & Technology in public sector universities of Balochistan	3.432	4	0.488	ACCEPTED
There is no significant relationship in the employee's perception about HRD practice Participative Management in public sector universities of Balochistan	24.063***	12	0.02	REJECTED

*The decision has been taken at 5% confidence interval. In this study bench mark is 5% significance level. The *** representing the significance level at 5%. If calculated value is less than tabulated value ($p < .05$), this means that null hypothesis (H_0) is REJECTED, and if calculated value is greater than the tabulated value ($p > .05$) this means that null hypothesis (H_0) is ACCEPTED.*

DISCUSSION

According to the descriptive statistics, the following results and findings are derived: in the view of the respondent's employees' work life and welfare measures are taken up to save mental energy of the employees. The most of respondents are pointed out to be agreed upon institutions work life and welfare system. Institutions are normally

selective in allowing employees to take the new initiative as it may, in their opinion, that affect employee's performance. The overall opinion of the respondents is agreed on the organizational development. The higher education institutions are included with different types of faculties and administrative staff requiring a broad cross-section of knowledge, skills, professional training and organizational development, and academic preparation. The competent authority of LUWAMS, UoB, and UoT is not conducting professional training and development programs regularly. All the faculties and administrative staffs are related to various departments, and they need different professional training and skills learning potential. The top management should provide an extensive skill training workshop regular basis. The overall opinion of the respondents on professional training and development is neutral and average. There is a lack of a proper system for performance appraisal evaluation which has allegedly restricted the human resource director's ability to evaluate competencies and performance evaluation of employees. The performance appraisal evaluation record is based on favoritism in some institutions and there is not a review committee for the performance evaluation system. Performance appraisal evaluation is generally purposed, and promotions are made on the basis of performance appraisal reports. Approximately average of the respondents agreed that their institution provides rewards for the good work and supervisors also appreciate the good work done by their subordinates. Therefore, the opinion of the respondents on the performance appraisal and reward system are pointed out to be agreed upon and average. Most of these institutions have to contend with a manual system of human resource record keeping and it is a big issue since they have no computerized human resource systems which need to convert into technology or an online record keeping system. Therefore, in the opinion of the respondents, the human resource system and technology are pointed out to be not agreed upon. The institutions are not including employees in decision making process therefore, it is a serious issue for the employees that employee's grievances will not be solved on regularly. The average respondents disclosed that the employees are generally helpful to each other and there is team spirit among the employees. Therefore, the opinion of the respondents on participative management are pointed out to be agreed and average.

The hypothesis has been statistically tested and analyzed through Chi-Square by SPSS. The above analyzed results indicate that Quality of Work Life & Welfare Measure, Professional Training & Development, Performance Appraisal & Reward System and Participative Management is significant relationship in the employee's perception about the dimensions of HRD practices in public sector universities of Balochistan and the institution's environment is good for the employees to perform well their daily routine work. In the respondent's opinion, there is a lack of Human Resources Systems & Technology in public sector Universities. Therefore, the statistical value is insignificant, and it indicates that there is no positive significant relationship in the

employee's perception about Human Resources Systems & Technology dimension of HRD practices in universities. This research examined that the overall analyzed results, there is a positive significant relationship in the employee's perception about HRD practices on quality of higher education in public sector universities of Balochistan.

RECOMMENDATIONS

The aim of this study is to analyse these HRD practices to find out which one can help the public sector universities of Balochistan to combat the existing challenges on the basis of these variables: Quality of Work Life & Welfare, Organizational Development, Professional Training & Development, Performance Appraisal & Reward System, Human Resources Systems & Technology and Participative Management. It has been examined that HRD practices are given due consideration in higher education institutions of Balochistan. This is good signed which observed a healthy response from the respondents were; Quality of Work Life & Welfare, Organizational Development, Professional Training & Development, Performance Appraisal & Reward System, and Participative Management. But Human Resources Systems & Technology is neglected and not being practiced in these universities of Balochistan. These practices are very productive for the employee's efficiency and development, in the trend with the changing higher education institutions. The result discloses the present status of HRD on quality of higher education public sector universities of Balochistan.

The top management should provide the Quality of Work Life and Welfare to ensure the employee's satisfaction in the institutions.

The competent authorities should concentrate on Organizational Development because it is an effective practice to improve the institution culture and environment to attract and adapt the employees towards new technological advancements and break the barrier towards learning organization.

The HR department should provide regularly Professional Trainings and Development programs for the employee's capacity building.

Performance Appraisal & Reward System should be one of the best evaluation practice that allow the top management to look at employees' present performance their passion, potential and align these with their current responsibilities.

Human Resource Technology & System; The competent authorities of the Institutions should adopt and implement new technologies such as; learning management system and upgrade their existing system.

Participative Management; The employee's involvement in decision making and policy procedures will help to produce a strong and effective impact on organizational development and employee's work life. It can build good association between employees and top management for the organizational development.

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