

Human Resource Management (HRM) Practices in National University, Bangladesh

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Abstract

Human Resource (HR) is the strategic resource for any organization. So this resource should be managed strategically. This resource is essential for both manufacturing and service industry. Like any other service organization, HR plays a vital role for the success of any University. The main objective of the study is to evaluate the present HRM practices of National University, Bangladesh. This study is mainly a quantitative study. The faculties and the academic staffs from central campus of the University are considered as the population. The sample size is 86 which is found by applying The Yamane Equation where 11 from faculties and 76 from staffs. Due to homogenous population, stratified sampling technique has used for collecting the primary data. SPSS version 23 has used to analyze the primary data. T- Test has used for testing the hypotheses. The study founds the poor performance areas of NU regarding HRM functions. Moreover, the study compares the satisfaction of faculties and academic staffs basing on some common issues. This study found that the academic staffs are more satisfied than the faculties about NU performance regarding HRM functions.

Keywords: University, Human Resource Management, Human Resource Plan, Job Satisfaction

INTRODUCTION

Education is the passport to the future, for tomorrow belongs to those who prepare for it today. There is a proverb that *Education is the backbone of any nation*. A nation can't sustain into global competition without its skilled manpower. Education can convert the manpower into as skilled who are capable to meet the countries need. Different types of institutions like schools, colleges, madrasa, institutes and universities plays the role to make the human as a resource for the nation. A lot of people work in these organizations as input of conversion process to convert a human as human resource through different process. So these organization need to practice the theory and concepts of modern Human Resource Management (HRM) to fulfill the people needs involved in education institutions. Otherwise, they will not employ their full energies to build future skilled human resource.

The education sector of Bangladesh is operating under the Ministry of Education. Education in Bangladesh has three major stages. These stages are primary, secondary and higher educations. Primary education is a 5-year cycle, secondary education is a 7- year cycle with three sub-stages like 3 years of junior secondary, 2 years of secondary and 2 years of higher secondary. The entry age for primary level is 6 years. The age for

junior level is 11-13, secondary level is 14-15 and higher level is 16-17 years. Higher secondary is followed by graduate level education in general, technical, engineering, agriculture, business studies and medical streams requiring 5-6 years to obtain a Bachelor and Masters degree [1].

The University Grants Commission (UGC) of Bangladesh is the statutory apex body in the field of higher education in Bangladesh. This body is responsible for maintaining standard and quality in all the public and private universities in Bangladesh. At present, 41 public universities, 101 private universities and 3 international universities are operating in Bangladesh for higher studies. Among the public universities, 2 universities are working as affiliating in nature. These are National University of Bangladesh and Bangladesh Open University [2]. Considering the number of students at the higher education level, Bangladesh has now achieved fourth position in the world after China, India and Indonesia. More than 39 lakh students are enrolled in the university level [3].

Moreover, almost all largest public universities have some affiliations with different colleges and institutions with their regular academic activities like Dhaka

University, Rajshahi University, Chittagong University, Bangladesh University of Professionals (BUP) etc. Before the year 1992, all the colleges in higher education level were under Dhaka University, Chittagong University and Rajshahi University. There was a complexity arises due to these affiliations. The academic activities of both universities and affiliated colleges were hampered due to the extra burden of affiliations. As a result, an enormous session jam has created. To overcome from the session jam, two public universities have established in the year 1992 called National University of Bangladesh and Bangladesh Open University. All colleges and institutions in higher education level were affiliated with these two universities. From the year 1992, all of the academic activities of the colleges and institutions at higher studies are operating under the National University, Bangladesh and the distance educations are operating under Bangladesh Open University. A total of 5, 40,733 students are studying at Bangladesh Open University in every year with 1502 affiliated centers [4]. Recently a total of 7 affiliated government colleges from Dhaka city have been transferred from National University (NU) to Dhaka University. The purpose of this transformation is to reducing excessive pressure from NU and also to increase quality education at college level.

The largest affiliating public university of Bangladesh is National University which has about 2,300 affiliating colleges where about 20 lakh students are studying in every year. Among the 2,300 colleges there are 275 government colleges, 2000+ private colleges and 123 are women colleges. In government colleges, faculties are appointed by Public Service Commission (PSC). The faculties of private colleges are appointed by managing committee with the approval of the college inspection department of the university. NU has also started On-Campus academic activates from the year 2006.

Now NU offers graduations and master's degree from affiliating colleges and research based degree like Master of Advanced Studies (MAS), Advanced MBA, M.Phil and Ph.D degree from central Campus. PGD in Library and Information Science (LIS) and Teachers' training program for college teachers are also providing from the central Campus. At present, NU has 78 faculties at different departments to operate the academic and administrative activities into central campus. Among them, 7 are professors, 11 are associate professors, 35 are assistant professors and 25 are lecturers. Among the 78 faculties 32 faculties are Ph.D holders and 4 are M.Phil degree holders from home and abroad. Though NU deals with large number of government and private affiliated colleges where more than 20 lakh students are studying, it requires number of academic staffs to operate the huge

administrative tasks. A total of 1213 academic staffs are working in NU where 142 are Deputy Register, 204 are Assistant Register, 193 are Section Officer or equivalent level and the rest of them are LD and UD or equivalent level. These total faculties and staffs are working for the development and expansion of the university.

The president of the country plays the Chancellor position of the university. Chancellor appoints Vice-Chancellor, Academic Administrative, Pro-Vice Chancellors and Treasurer. They are appointed to lead and operate the total academic, financial and administrative activities. The university has 3 Deans to operate the academic activities like The Dean of The School of Undergraduate, The Dean of The Post Graduate Training and Research and The Dean of The School of Curricular Development and Evaluation Center. NU has a department called Inspection of the Colleges who monitors and operates the affiliating colleges' academic and administrative activities. The university also has Controller of the Examinations, Register and Proctor who are appointed by the syndicate.

The university has a group of bodies to operate the university like Senate, Syndicate, Academic Council (AC), Finance Committee (FC), Board of Advanced Studies (BOAS) etc. The members of these bodies come from the different arena of the university and also from the country as per NU Act- 1992. The highest body of the University for Policy Determination is Senate. Senate accepts or rejects the decision of Syndicate, AC, BOAS, and FC [5].

Human Resource (HR) is the most important resource of any organizations that make the things as reality from a dream or vision. Every organization whether it is large or small, production oriented or service oriented, financially strong or weak requires efficient HR to operate its functions properly. Organization requires HR in different level like top, mid or functional level in order to convert the vision into reality. It is says that, *A supper computer becomes workless without a superman*. Here, the super man is the employee who operates the computer. The super computer works as per the direction of employees. So it can be easily understood that the significance of the employees to achieve the dream of organization. On the other hand, we know there are four factors of production like Land, Labor, Capital and Entrepreneurship. This factors works as the input of any operations. Though in Management, input are considered broadly as man, machine, material, money, market and method which are also called 6M of management. Along this 6M, information is also considered as the vital input in any production or services oriented process [6]. If the most important

resource 'Human' is absent or inefficient, the other resources will also be as ineffective or inactive. As a result, it can be said that, the success of any organization is mainly depend on its employees.

Every organization whether it is production or service oriented performs its tasks to satisfy the needs of customers. These customers may be both internal and external. Internal customer means the employees of the organization who makes ready the product or services in order to satisfy the external customer needs. On the other hand, the external customer means the customers or consumers who purchase the product or service from the organization in against of financial value. The most important asset of any organization is its customers. Internal customer stays into inside of the organization and external customer stays in the outside of the organization [7]. So to satisfy the external customer, firstly it requires satisfying the internal customers' needs.

Organization may have efficient HR. The organization may have also proper strategy to lead the manpower. But if the organization fails to implement the appropriate strategy to maintain the HR, the organization will fail to acquire and retain them. In most of the cases, unless the HR strategy is appropriately formulated and skillfully implemented, the success of the organizational strategy is at risk [8]. As a result, in order to accruing and retaining the most efficient HR into workplace, organization needs to develop strategic HR plan which will give the organization a distinguished position into competitive market.

Organization gets manpower through recruitment and selection process. A newly appointed employee suffers different types of anxiety, stress about new organization, culture and working environment. Even he may not have adequate knowledge about the organization working process. It is management responsibility to make him prepare about the organization through applying HRM functions like Staffing, Training and Development, Motivation and Maintenance of Human Resource [9].

So from the above discussion, it is clear that university as an organization need to be concerned more about its employees. To operate the universities activity successfully, it requires preparing themselves as an efficient HR. University should apply modern Management and HRM theories to achieve its strategic position from the competitive market.

Problem Statement

HR is the most important resource for any organization that makes thing happens. The success of any organization largely depends on HR. Over the last

decades, the intention of organization has increased to ensure efficient HRM practices to confirm efficient HR. As a result, organizations invest resources on research to find out the best way of ensuring efficient HRM practices. Over the years, lot of research has done on HRM practices in different field like Bank, Insurance, Garments, Telecommunication etc. in order to finding best way of managing HR. But it is a matter of sorrow that, the HR who works in education sector is facing different challenges related to job. The authority of the sector is also investing less effort to know a best way of managing the most critical resource of the organization i.e. 'Human Resource'. The HR of the sector is responsible for building talent HR for future of the nation and world also. If they are not satisfied about their job, they will not invest their best effort for building talent HR. Moreover, they need to be more efficient and updated so that they can lead the new generation with different technology. So like other sector, the authority of the sector must work about ensuring best HRM practices.

Hypotheses Development

The study has conducted basing on the following hypotheses;

H₁: NU has HR Plan.

H₂: NU ensures career development opportunity for the faculties and the staffs.

H₃: NU applies appropriate motivations to the faculties and the staffs towards achieving goals.

H₄: NU maintains a sound relation with the faculties and the staffs.

H₅: Faculties and staffs are satisfied about university's overall performance regarding their job.

Objective of the Study

The main objective of the study is to evaluate the present HRM practices of National University, Bangladesh. The study has also some other objectives;

- ✓ To measure the NU performance regarding HRM functions basing on faculties and staffs perception;
- ✓ To compare the responses of faculties and staffs regarding HRM functions performed by University;
- ✓ To find out the existing limitation(s) regarding efficient HRM practices.
- ✓ To suggest guideline(s) in order to overcome from the limitation(s).

Significance of the Study

The findings of this study will be helpful to the authority of National University, Bangladesh in order to manage their HR appropriately. The recommendations of this study can be a strategic way to enhance the productivity of both faculties and

academic staffs for the university. Moreover, the study will also help to the other public and private universities authority in order to design their HR plan appropriately. Young researchers can also get a view about the present HRM practices in University level especially in Public University.

LITERATURE REVIEW

University

A university comes from Latin word *universitas*. University is an institution of higher or sometimes tertiary education and research. It also awards academic degrees in various academic disciplines. Universities typically provide both undergraduate education and postgraduate education [10]. Oxford University Press explain university is an institution of higher education offering tuition in mainly non-vocational subjects and typically having the power to confer degrees [11].

Human Resource Management (HRM)

Human Resource is the resource who converts the dream of organization into reality. HR plays the vital role to achieve the vision of organization. As a result, organizations need to be conscious toward their people's dimensions. Organization also needs to ensure efficient HRM practices to ensure and retain the efficient workforce. It is the process of acquiring, training, appraising, compensating employees, maintaining labor relations, health and safety and fairness concerns [12]. Moreover, it refers to those activities which are undertaken by an organization to utilize its HR effectively and efficiently. It is comprised of the staffing, training and development, motivation and maintenance functions. Management of human resource is the critical task of any organization on which the success of any organization depends. People, not buildings, make an organization successful. HRM is critical to the success of organizations because human capital has certain qualities that make it valuable. In case of business strategy, an organization can succeed if it has a sustainable competitive advantage.

Recruitment and Selection

Staffing is filling and keeping filled, positions in the organization structures. Recruitment and Selection is the special form of staffing. Both the recruitment and selection is very important for the organization success. Recruitment is the process of obtaining interested people/ applicants for fulfilling the organizations vacancies where selection refers fitting a round peg in a round hole.

Training and Development

Training is an important function of HRM. Training helps to ensure an up-to-date workforce which provides a competitive advantage over the rivals. The success of

organization depends on the workforce. Training refers to a planned effort by a company to facilitate employees' learning of job related competencies [13]. Training develops the positive and constructive attitudes among the employees in a direction to ensure the achievement of organizational goals and objectives. Training is also important for the teachers' to develop their Knowledge, Skills and Abilities (KSA). To ensure a highly motivated, creative, up to date and productive workforce, it requires arranging training regularly which will help to achieve organization's goal [14]

Motivation and Maintenance

A person is not bound to invest his entire level of energy towards job until he gets appropriate motivation. Motivation is the process that account for an individual's intensity, direction and persistence of effort toward attaining the goal [15]. Motivation is the set of internal and external forces that cause an employee to choose a course of action and engage in certain behaviors. Organization can use both financial and non financial means to motivate the people towards the goal.

Rewards and Compensation

Organization must attract and hire people who have certain knowledge, skills, aptitudes and attitudes. To attract and retain such people, the organizations provide rewards. Rewards, compensation and benefits are closely related but different in meaning and applications. Compensation is the financial remuneration given by the organization to its employee in exchange for their work where reward is given to the extraordinary performance of the efficient employee. On the other hand, organization provides benefits which are things of value other than compensation that an organization provides to its workers [16].

Workplace Relationship

Workplace relation helps to build sound industrial relations. Industrial relations encompass a set of phenomena both inside and outside of the workplace concerned with determining and regulating the employment relationship [17].

Strategic HRM

Strategic HRM is the interrelated practices, policies and philosophies that facilitate the attainment of organizational strategy [18]. In competitive era, it is the task of organization to develop an efficient workforce who will be able to carry the organizational objectives. On the other hand, organization must take effective strategy to retain the efficient HR. Otherwise, the key competitor may hunt the talent which is also known as *talent hunt*. Moreover, organization must attract the efficient and talent HR from competitors. Here, the practices of Strategic HRM can give an organization a competitive advancement over the rivals.

Human Resource Information Systems (HRIS)

HRIS is software which is used to maintain and utilize the human resources of an organization in most efficient manner. It is a system which is used to acquire, store, manipulate, analyze, retrieves and distribute information regarding an organization's human resources. It is both the hardware and software based along with people, forms, policies, procedures and data. The purpose of HRIS is to provide service in the form of accurate and timely to the clients of the systems. The use of HRIS should lead to valuable outcomes for the organization as it decreases costs, improve communication and decrease time to accomplish HR related activities [19].

Career Growth

Career is a structural property of an occupation or an organization. A final aspects of retaining human resource is career planning. Career management is a process by which individuals develop, implement and monitor career goals and strategies [20]. Few people perform job in same organization. Efficient people always search best job. In this regard organization should take adequate actions to retain and attract the efficient HR. Career appraisal is the process by which people acquire and use career related feedback. A successful career depends on an effective career exploration which may be both self exploration and environmental exploration. Career exploration refers to the collection and analysis of information on career related issues.

HRM Practices

Shree et al., emphasized in their study to have separate HR department to conduct HR related function in universities. They also highlights the need for a complete revamp of HR functions of recruitment, placement, training, appraisal, compensation and employee relations, career development and motivation. HRM department will manage the functions relating to HR which will give a competitive advantage to the academic institution over the industry [21]. Iqbal et al., shows in their study that HRM practices of public universities are relatively better than private universities. Public university is performing better in terms of training, team work, employee participation and compensation. On the other hand, private university is performing better than public university in performance appraisal system. A fair recruitment is essential to ensure the most talent HR for the organization [22]. Rehman et al. shows in their qualitative study that the existence of fair HR practices is not only makes teachers work better (Teacher's performance) but also generates a feeling of obligation to contribute towards organizational objectives (Exchange relationship) [23]. Mutahi et al., shows in their study that HRM practices significantly affects performance of public universities in Kenya. They

found that reward management is more important than resourcing practices and training [24]

Job Satisfaction

Job satisfaction is basically a positive feeling of an individual about his job. Different factors are involved with employee's job satisfaction. One job which is highly satisfactory to one may not be satisfactory to other individuals.

Teachers' Job Satisfaction

Teachers are the pillars of the society, who help students to grow up with the responsibility of taking their nation ahead of others. They desire security, recognition, new experience and independence [25]. Job satisfaction is important for every job. When teachers are satisfied with their job, they can perform their responsibilities with more concentration and devotion [26]. The job satisfaction of academics is related to a number of variables of complex function such as demographic characters, the work itself, pay, work responsibilities, variety of tasks, promotional opportunities, relationship with colleagues and others. Academics may be simultaneously satisfied with some facets of the job and dissatisfied with others. Compensation package, supervisory support, job security, training and development opportunities, team cohesion, career growth, working conditions, organizational culture and policies are positively associated with the academics' job satisfaction [27].

Faculty member's satisfaction depends on several issues like; training facilities along with some physical facilities and distribution of courses. Further it has been found that there is no significant difference between male and female faculty members response regarding job satisfaction. As the job itself is not gender bias by nature so it does not play a crucial role for female faculty members while working under masculine culture [28]. Teaching at the university level is a highly honorable career and academicians are always boons to their societies where they are working.

Kishor, et al., shows in their quantitative study that, majority of the Maharashtra State University teachers have moderate level of job satisfaction [29]. Thi Lien shows in his study that salary and fringe benefits, recognition and communication have influential relationship with lecturer job satisfaction in the linear regression analysis [30]. Moloantoa et al., also highlights in their study that salaries is a factor that influences job satisfaction. Furthermore, insufficient financial resources to support teaching, learning and research negatively impacts on job satisfaction [31].

Non- Academic Staff Job Satisfaction

Dorasamy et al., explains in their quantitative approach that it is a challenge to achieve the strategic objectives

of education institutions by maintaining employee's satisfaction at a lower level. Furthermore, this study also shows employees are not satisfied with the training they receive from the education institutions [32]. Pimpong, et al., explains in their descriptive study that female staffs are more satisfied than their male counterparts. It also shows staffs are satisfied more intrinsically than extrinsically. They suggest education institute should offer annual bonuses to ensure extrinsic satisfaction [33]. Tai et al., shows in their comparative study, public university staffs are more satisfied than private university staffs. But public university staffs are less satisfied in the context of organizational decision-making and salary welfare than that off private university staffs [34].

From the above review, it is found that a few researches are available on HRM practices in higher education field especially in university. In Bangladesh, few researches are available on HRM practices in university but these are limit only on private universities. Most of the research has conducted basing only on faculties opinion. Moreover, there is absence of research on HRM practices in public university of Bangladesh. The public universities are largely depends on faculties. But in National University, both academic and administrative activities performed simultaneously in large scale because of the large number of affiliating campuses. As a result, about 1,200 non academic staffs are working in NU with faculties. That's why, it is very essential to investigate the HRM practices basing on both the faculties and the staffs which will help to ensure efficient HR in the University. This study has conducted focusing the needs of both faculties and academic staffs.

METHODOLOGY OF THE STUDY

Research Design

This study is a quantitative analysis to investigate the present HRM practices in National University of Bangladesh. A total of 1 year has been consumed for conducting the study. Among the first four months, some literature relating HRM has been reviewed from the secondary sources. Through reviewing the literature the research gap has been found. On the basis of research gap, the objectives of the study have been determined. For the purpose of meeting study objectives, some hypotheses have been formulated. On the basis of objectives and hypotheses, a questionnaire has been developed. A total of 3 months have been used to collect the primary data. Finally, using the SPSS version 23, the collected data has been analyzed. The hypotheses have been tested by T-test technique.

Sources of Data

In this study, both primary and secondary data has used. Primary data has collected from the sample respondents from the university. On the other hand,

secondary data has collected from different journals, articles, books, newspapers, websites etc.

Instruments of the Data Collection

The primary data has collected through a structured questionnaire. The questionnaire was close ended in nature. Questionnaire was developed according to Likert Scale 5 Point methods. These 5 points are Strongly Agreed, Agreed, Neutral, Disagreed and Strongly Disagreed. Every option has been considered with numerical value for the analysis of data. The values are respectively 5, 4, 3, 2 and 1.

Population

In this study, the faculties and the officers who works in the central campus of the National University, Bangladesh has considered as the population. So the total population (Faculties $N_1=77$ and Officers $N_2=539$ officers) is 616.

Sampling and Sample Design

In this study, data has collected randomly from the population. The *Yamane Equation* has used to determine the appropriate sample size.

The equation is $nY = \frac{N}{1 + Ne^2}$. Though the population is not homogenous, stratified sampling technique has used to collect the primary data. Here the margin of error has considered as 10%. The Sample Size is as like as;

$$nY = \frac{N}{1 + Ne^2} = \frac{616}{1 + 616 \times 0.1^2} = 86.03 \text{ or } 87$$

Where,

N= Total number of population;
e= Margin of error (Assumed that the margin of error is 10%)
nY = sample?

Proportionate of the sample from two group are;

For strata with $N_1=77$, For strata with $N_2=539$,

$$\text{We have } P_1 = \frac{N_1}{P} = \frac{77}{616} = 0.125. \quad \text{we have } P_2 = \frac{N_2}{P} = \frac{539}{616} = 0.875$$

$$\text{So the } n_1 = n * P_1 = 87 * 0.125 = 10.87 \text{ or } 11 \quad \text{So the } n_2 = n * P_2 = 87 * 0.875 = 76.125 \text{ or } 76$$

Among the 77 faculties (P_f), there are four groups like

Professor ($N_{f1}=7$), Associate Professor ($N_{f2}=11$), Assistant Professor ($N_{f3}=35$) and Lecturer ($N_{f4}=24$).

Moreover, there are also 3 groups from 539 officers (P_s), like Deputy Registrar ($N_{s1}=142$), Assistant Registrar ($N_{s2}=204$) and Section Officer ($N_{s3}=193$) or equivalent.

Proportionate of the faculty and staffs from groups are;

Faculties**Staffs**

For strata with $N_{f1} = 7$, For strata with $N_{s1} = 142$,

$$\text{We have } P_{f1} = \frac{N_{f1}}{P_f} = \frac{7}{77} = 0.09 \quad \text{We have } P_{s1} = \frac{N_{s1}}{P_f} = \frac{142}{539} = 0.26$$

So the $n_{f1} = n * P_{f1} = 11 * 0.09 = 0.99$ or 1. So the $n_{s1} = n * P_{s1} = 76 * 0.26 = 19.76$ or 20

By applying the same formula the $n_{f2} = 2$, By applying the same formula the $n_{s2} = 29$ and $n_{f3} = 5$ and $n_{f4} = 3$ $n_{s3} = 27$.

Analysis of the Study

The collected data has analyzed by SPSS version 23. The responses of faculties and staffs have analyzed both in aggregate and separately. Descriptive statistics including mean, standard deviation, standard error mean and one tail t- test have done to measure the response of respondents. Here, the test level is considered as 3 and the confidence level is considered as 95%. On the other hand, an independent t-test has conducted to compare the response of faculties and staffs separately.

Limitations of the Study

Efficient HRM practice is essential to ensure employees job satisfaction. A satisfied employee become as the distinguished resource for any organization. Satisfaction of the faculties and the employees varies from different issues. Moreover, HRM practices for faculties and staffs may also vary. But this study has conducted to know the HRM practices focusing the both group from some common view point. So, it is one of the major limitations of the study. So there is a scope to the future researcher to conduct more research on the issue focusing both parties' needs separately. This paper will help to the future researchers.

DISCUSSION AND FINDINGS

The result shows that the average score perceived by faculties and staff of NU towards “*HR plan*” is higher than 3 (M=3.11, SD=0.953). But the t-test suggest that this score is not significantly higher than 3 (t=1.131, p=0.261). This indicates that the hypothesis is rejected regarding HR Plan.

The result also shows that the average score perceived by faculties and staff of NU towards “*career development opportunity*” is lower than 3 (M=2.89, SD=1.019). But the t-test suggest that this score is significantly lower than 3 (t= -.987, p=0.326). This indicates that the hypothesis is rejected regarding career development opportunity.

The result also shows that the average score perceived by faculties and staffs of NU towards “*motivation*” is lower than 3 (M=2.95, SD=0.922). But the t-test suggest that this score is significantly lower than 3 (t= -.421, p=0.675). This indicates that the hypothesis is rejected regarding motivation.

The result also shows that the average score perceived by faculties and staffs of NU towards “*work place relations*” is above 3 (M=3.12, SD=0.922). But the t-test suggest that this score is not significantly higher than 3 (t= 1.309, p= 0.194). This indicates that the hypothesis is rejected regarding work place relations.

On contrary, the perceived mean score of job satisfaction is higher than 3 (M=3.58, SD=0.905). The t-test also suggest that this average score perceived by faculties and staffs of NU significantly higher than 3 (t=5.956, p<0.01). Hence it can be concluded that the hypothesis is accepted regarding university's overall performance regarding their job.

Table: 1 Descriptive Statistics of the Perception of Faculties and Staffs

One-Sample Statistics				
Descriptions	N	Mean	SD	Std. Error Mean
HR Plan	86	3.11	0.953	.102
Career Development Opportunity	86	2.89	1.019	.109
Motivation	86	2.95	0.922	.099
Workplace Relations	86	3.12	0.905	.097
University's overall performance regarding their job	86	3.58	0.905	.097

*SD=Standard Deviation

Source: Calculated Value

Table: 2 T-Test

One-Sample Test						
Descriptions	Test Value = 3					
	t	df	p value	Mean Difference	95% Confidence Level	
					Lower	Upper
HR Plan	1.131	85	0.261	.116	-.088	.320
Career Development Opportunity	-.987	85	0.326	-.108	-.327	.110
Motivation	-.421	85	0.675	-.041	-.239	.156
Workplace Relations	1.309	85	0.194	.127	-.066	.322
University's overall performance regarding their job	5.956	85	0.000	.581	.387	.775

*df= Degree of Freedom

Source: Calculated Value

An independent samples t-test has conducted to compare the perception of faculties and staffs regarding present HRM practices of NU. The differences between the perception of faculties and staffs regarding HRM practices are presented in the following table. Staffs showed a significantly higher positive response regarding HRM practices than faculties. The table shown below that, in all categories the perceived mean value of faculties is lower than 3 and also lower than the staff's perception's mean value. It is also noticeable

that, both faculties and staffs responses mean value is lower than 3 and the standard deviation is also closely equal (SD=1.01, 1.01) for career development opportunities. It represents that they have disagreed about career development opportunities offered by the University to faculties and staffs is satisfactory for both group. Other than career development opportunities, staffs response mean value is higher than 3 and also higher than faculty's response.

Table: 3 Independent T-Tests

Descriptions	Mean (Faculties=11)				Mean (Staffs=75)			
	Mean	SD	t	p	Mean	SD	t	p
HR Plan	2.52	0.75	-2.24	.02	3.20	0.95	-2.67	.01
Career Development Opportunity	2.48	1.01	-1.42	.15	2.95	1.01	-1.42	.17
Motivation	2.50	0.93	-1.74	.08	3.02	0.90	-1.70	.11
Workplace Relations	2.69	0.85	-1.73	.08	3.19	0.90	-1.80	.09
University's overall performance regarding their job	2.94	0.91	-2.57	.01	3.67	0.87	-2.48	.02

***p=0.05**

Source: Calculated Value

The above table also shows that, the perception of faculties t value is = -2.24, p value is .02 and staffs t value is -2.67 and p value is .01 regarding HR plan. On the other hand, the perception of faculty's t value is -2.57 and p value is .01 and staffs t value is -2.48 and p value is .02 for University's overall performance regarding their job. In other cases, the p value is above 0.05. It represents there is no significant differences between the perception of faculties and staffs regarding career development opportunities, motivation and work place relations.

RECOMMENDATIONS

The following recommendations are given basing on the findings of the study;

- The university authority need to focus on developing HR plan including determining HR needs, defining job description, job specification, determining appropriate ways to select the right HR and developing orientation and socialization process for newly appointed faculties and staffs.
- The university authority can confirm training opportunity continually in order to update the skills of man power regarding different issues which may help to perform better. It will also help to perform the tasks ethically. These tasks can easily perform by Teachers Training Department of NU. The faculties of the university can develop a sound module for the purpose. University authority also needs to ensure higher education opportunities to staffs along with faculties.
- The university authority needs to confirm promotion opportunity at due time. The promotion process also needs to confirm

- transparent and equal opportunity basis for all. Promotion need to be knowledge and experience based. The authority also needs to offer different rewards to efficient faculty or employee which can create a positive competition among others. Organization can apply 360° performance appraisal technique to get the best employees. Performance appraisal report should be given priority to promotion, transfer or any other cases.
- The university also needs to confirm transfer of employees regularly and rotationally with a specific time period which will increase the efficiency of employees.
- Each and every department need to be conscious about the problems faced by faculty or employees. They need to communicate with administration. University can arrange meeting with different department in order to address their problem. Rules and regulations need to follow equally for all.
- The gap between the satisfaction among faculties and academic staff's should be minimized. University authority need to concentrates about the problems faced by the faculties.
- University can rename the existing 'Administration Department' into as 'Human Resource Division' which main task will be acquiring, preparing and retaining the right person at right place and time. The department will arrange different program to develop and update the HR according to social needs. Moreover, university can develop Human Resource Information Systems software which will provide required information regarding man

power with least time and costs. This software will provide knowledge regarding hiring, training, promotion, transfer, deterring HR needs, retirement, salaries and others required information with in very short time accurately.

CONCLUSION

Human Resources are the vital resource of any organization. Only HR can make things happen. Without the Efficient HR, other resources of organization like finance, technology, information and infrastructure will not work properly. As a result, organization needs to focus on developing efficient workforce for achieving strategic objectives. Though National University is offering education for 20, 00,000 students in every year, so the faculties and staffs must be satisfied with their job. Otherwise, their performance will not be satisfactory to its stakeholders. A negative image will be developed in against of the University. The study found that, the performance of the university is poor regarding the application of HR plan, career development opportunities, motivation and workplace relations. Specially, a gap has found among the response of faculties and academic staffs. Organization need to focus on every needs of its workforce. Without the fulfillment of peoples (who work into the organization) needs, no organization can survive in competitive society. So, the authority of the university needs to think HR as competitive resource to win the competition. They need to train up their employee to satisfy the needs of stakeholders. The authority need to focus more to retain the talent with satisfaction. The authority also needs to confirm proper motivation by applying both financial and non financial means. University should take adequate steps to convert the HR as strategic resource for the university.

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