



**Evaluating HR Practices on Organizational Productivity with the Mediation Effect of
Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan**

Muhammad Masood Mir

PhD Scholar at Muhammad Ali Jinnah University

Faculty of Management Sciences, KASBIT, Karachi

Hafiz Muhammad Sharif

Faculty of Management Sciences, KASBIT, Karachi

Nousheen Abbas Naqvi

Faculty of Management Sciences, KASBIT, Karachi

-

The material presented by the authors does not necessarily represent the viewpoint of editor(s) and the management of the Khadim Ali Shah Bukhari Institute of Technology (KASBIT) as well as authors' institute.

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

Abstract

In the fast moving era, Human resource management is considered as the most important department in terms of organizational efficiency as well as for getting a competitive advantage, so the HR department and its functions should be aligning with the organization for enhancing performance of the organization. Therefore this study aims to highlight the factors which are important for an HR to follow for enhancing the organizational productivity as well as increase the satisfaction level of the employees within the higher education sector of Karachi, Pakistan. The data from 100 samples was collected through structured closed ended questionnaire of the various Higher education sectors of Karachi, Pakistan with a systematic random sampling. Furthermore, the reliability and validity has been tested through cronbach's alpha and for the validation of data EFA is used, and specifying total components taken in this research. It was found that HR practices like work environment, training and development (T&D), performance appraisal (PA), Compensation (COMP), and supervision support (SS) have a positive influence on Organizational Productivity (OP) with the true mediation of Job satisfaction (JS). Organization should focus on T&D programs to increase the productivity of the organization and Job satisfaction.

Key words: HR Practices, Higher education sectors, Organizational productivity, Pakistan, Training and Development, Job satisfaction

Introduction

In any country Human Resource management is the initial factor for developing the socio-economic and for setting the directions. It is also the part of our industrial growth and vision. And there is a need of well developed human for any industry with skills and their works habit and their performance toward the high quality work. Recruitment and assisting the management of the firm is the focuses of HRM in daily operations. In order to achieve the goals of an organization or to perform their responsibilities employees need guidance, mentoring and advice that of is true from the HRM as employees spend their most of the time at work than home. The set approaches that enhances the ability of the workers, the enthusiasm among the employees as well as, the motivation are said to be HR practices (Doucet et al., 2015; Marescaux et al., 2013; McClean and Collins, 2011; Stirpe et al., 2015). Though recent research highlights that the adoptions and perceptions of HR practices has a mixture of positive and negative outcomes for workers (Godard, 2001; Harley et al., 2010; Kehoe and Wright, 2013; Ramsay et al., 2000), it is not clear what determines the mixed impacts of perceptions of HR practices. Beside this general misconception that HRM is just about keeping a record, making a standard, policies and procedures; HRM is performing the main role in an organization that will makes a quality differences in the lives of employees. But eventually this view is now been changed by its functions and responsibilities of HRM department become visible in international or local organization of Pakistan. In the present Era weather the organization is big or small the HRM department is well organized with clearly defined their goals and functions toward the organization. In Pakistan HRM is needed to grow up because it is still at immature stage. The organization emphasize that the employees is the most important assets and their retaining is the core objective of human resource management.

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

Footner (2016) recently researched on the topic of HR practices and recognition, fair rewards, empowerment, and competence development. Similarly another research has been formulated by Bang (2016) Hr practices on the organizational performance, organizational commitment. Jiang (2012) Job motivation employee outcomes, Mostafa (2017) high Performance, That's where the need of this study is highlighted. There are a lot of researches available on the topic in the modern era. The researcher has chosen certain attributes which have an impact on organizational productivity, with the mediation of employee job satisfaction which includes W.E, T&D, P&A, compensation and supervision. Said attributes has been collected from the different researches and the combine effect of the said attributes not evaluated in previous researches so the combine effect is evaluated with the mediation is the research gap highlighted. As it is also noted that these factors combine has not been evaluated in the Pakistan's Higher education sectors. Furthermore this study is conducted on the higher education sector of Karachi, Pakistan which has never done before for the following topic. To investigate the relation between work environments, T & D, PA, Comp and supervision for enhancing the organizational productivity with the mediation of job satisfaction are the aims of the study. Moreover the purpose is extended towards identifying the attributes which has the more impactful relation in terms of organizational productivity on JS.

Literature Review

Employee's behaviors, performance as well as attitude are affected by the activities, policies and practices composed by HRM (Noe, 2007). Osterman (2014) argued that employee's attitudes and behaviors shapes by the practices of HRM (human resource management) in an organization. This is because HR creates conditions where employees become highly productive to achieve the organizational goals. HRM is means of, guiding principle carried out by HR

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

managers including aspects such as human resources recruitment & selection, compensation, performance appraisal, training & development, orientation, job analysis, developing unassigned duties and tasks (Dessler, 2007). Between HRM strategy and HRM outcome, human resource management work as a mediator in an organization. Sheppeck (2000) focus HRM a policy into a group of four that is work polices, skills required in employment, strengthening and the measurement of performance and supportive environment.

Whereby, Guest, (1997) focus to divides it into group of three that is focus on quality, differentiated on innovation and cost reduction. Moreover, Zaini A (2009) argued that performance of the business is influence by four HRM practices that are team work, performance appraisal, HR planning and performance appraisal as well as, he focuses that these four activities have a major and affirmative effect on the performance of organization. Moreover, on the HRM strategy there are many definitions, but all strategy have the same focus on achieving the goal of the organization through the practices of HRM. Graham (1982) defined job satisfaction as “ones attitudes and feelings toward ones job”. Job satisfaction is how employee feels towards their job in different ways. Reaction and behavior towards the job is the job satisfaction. Hoppock (1935) said JS as a “The combined psychological circumstances and environmental circumstances through which person say ‘I am satisfied with my job’ truthfully. Job satisfaction is the state of mind and the feelings of the person regarding the work they perform. There are many factors that can effect job satisfaction, for example employees relationship with their supervisor, payroll practices, incentives, physical environment quality in which employees perform their work in an organization, whereby turn over refers to the rate of the company at which organization loses and gain their staff. The term supervisors have a lot of interpretations but typically it is an activity related the management. In the organization

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

supervisor have a management role. Supervisor normally defined as a manager who has a lot of knowledge regarding job requirement as well as opportunity to observe the employees in an organization. Moreover supervisor is someone who gains from the high performance of the employees and loss from the low performance of the employees in order to get high level of productivity in an organization.

Supervisors Support, Job Satisfaction & Organizational Productivity

Bradley, Petrescu, & Simmons (2004) investigated that the practices of human resources management have a great impact on job satisfaction according to him job satisfaction is a dependent variable and supervision as an independent variable so about the supervision this result gives the idea that closed supervision is preferred by the workers since visual assessment of the performance is enjoy by the employees. Kesashly & Jagatic (2000) Argued that the employee's dissatisfaction leads by the poor supervision moreover, according to the (Karasek & Theorell, 2013) dissatisfaction of the employees work not only leads by the poor supervision but employees turnover is also the reason. In addition, Harmon, et al (2007) argues that the control overwork practices can lead to an increased satisfaction of the job and decrease the rate of turnover among the workers. In general, training means proving knowledge and skills to the employees which is related to their job which facilitates them to full fill the objectives of the organization (Noe, Hollenbeck, Gerhart & Wright, 2006). In HRM practice, important factor for productivity is training. Higher productivity has observed from those firms who provide training to their employees e.g. (Tan & Batra, 2002; Aw & Tan, 2007).

H_{A1}: Supervision has an impact on job satisfaction

H_{A2}: Supervision has an impact on organizational productivity

T&D, Job satisfaction & Organizational Productivity

Schaffner (2001) Discussed about the relationship between productivity and job training, he argued that training loss its importance when workers change their job, therefore to keep filled the trained position organization spent the higher cost. Not with confidence, but there is a doubtful relationship between organizational productivity and job training. Lynch.L, (1991) gives you an idea that untrained workers change their job more frequently. With Same line, (Huselid, 2011) finds that work practices which increase the job satisfaction leads to a increase in the organizational productivity (Bradley, Petrescu, & Simmons, 2004). Furthermore, Zaini A (2009) clarifies that in a number of companies there is a negative relationship between organizational productivity and training. Even organization must decide how much it must spend on the training of the job and must keep a balance between the cost of training and the increased productivity benefits. On the other, those workers who have trained can move or turnover from an organization more often because they have got a high skills without paying any cost of training. In order to keep worker longer in an organization, job satisfaction is necessary to be applied. Simmons (2004) explained that job satisfaction highly affected by the training as well as ongoing learning in the workplace. In addition he indicates in his study that satisfied as well as profitability of the work is also increased by the training and it also enhances the motivation of the employees as well as their commitment to the work. In other words there is a positive correlation between training or on-going learning with job satisfaction.

H_{A3}: Training and development has an impact on JS

H_{A4}: Training and development & organizational productivity are associated

Compensation, Job Satisfaction & Organizational Productivity

The payroll or pay practice is one of human resources management role which means to pay the wages or salary to the employee. The payroll has an important role while implementation and execution of strategies. Firstly the higher the payroll and the benefits may attract the employees toward their organization and which also leads to gain competitor advantage which also show the company has a high quality or skillful employees, but there is a negative point also which may affect to the total labor cost. Secondly, by distinguishing salary to performance, company extracts specific activities and performance evaluation from employee (Noe, Hollenbeck, Gerhart, & Wright, 2006). Most commonly the pay scale or practice of the organization is the key element for candidate toward the attractiveness of organization at the time of recruitment. Moreover, the employee has to maintain and show their skills and perform high quality work, if he/she doesn't so they lose their goodwill. Job satisfaction is also associated with the pay practice. As said Ting (2010) the job satisfaction is dependent on pay practice. Significantly from the study two main broad areas of pay practice is determined salary itself and the financial benefit in the future. These two factors are directly strongly effect on job satisfaction. The job satisfaction is associated with salary of the employee and these two directly effect on motivation of the employee, if employee gets motivated then the organization is at peak as productivity point of view. By efficiency wage theory those organization that can pay high salary as a result the productivity may also increased. The main motive of any organization is to increase the performance (Hong T. M. Bui Gordon Liu Sarah Footner, 2016). The performance management and discipline in organization is the most difficult task for the human resource management (Nankervis, Compton, & Baird, 2005).

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

H_{A5}: Compensation has an impact on Job satisfaction

H_{A6}: Compensation & organizational productivity are associated

Performance appraisal, Job satisfaction & Organizational Productivity

Performance appraisal system is most important task for HRM; it is the system of evaluating the employee performance and their attitude toward the organization. The main objective of performance appraisal is to check the employee's capability their skills and how beneficial employee is and it helps to find out the method of how to increase the productivity. It helps in managing the employees and the objective of organization has to be fulfilled. This system also helps to employee for their daily routine work and what is required for doing this job. It also helps to check the achieved objectives and helps in taking a right decision to increase the performance, and giving the reward for the employee according to their prescribed standards. Performance appraisal also helps in the development the career of the employee and for organization helps in evaluates the performance of the employee (Ahmed Mohammed Sayed Mostafa, 2017)," There is also having a lot of methods to calculate or evaluate the performance of the employee. Every organization has to be set standards and these standards help in evaluating the performance of the employee. The unbiased and align performance management system, more satisfied the employees with their jobs and ultimately enhances the organizational productivity. Therefore, colleagues and subordinates, manager, leader, all these are involved in the evaluation. Most Rarely the performance appraisal is malfunction and not done their job properly. The main reason of this cause of performance appraisal is such measures, ignoring the each individual employee goals and objectives and providing the mismatch feedback to the employees, (Ebrahim, Zanaty, & Abdel-Azim, 2005).

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

Simply Performance Appraisal helps the manager to find out the needs of training for the employee and to develop training plans in order to fulfill the organization objectives. PA also helps to fulfill the psychological phenomenon which employee desires to know the current performance in their job and it helps to increase the job satisfaction of the employee when he/she know that the manager is interested in their development and progress. Most of the organization uses performance appraisal in decision making regarding the increment in salary and to promote and transfer the place of the employee when required. Mostly there are 50% of the people live their life within the indoor environment, which is highly influenced on their life, mental ability, and performance. (Rabl et al, 2014; Messer smith et al, 2011 ;). The better results for getting benefits and increasing in productivity is the identification of good environmental condition at workplace.

H_{A7}: Performance Appraisal has the an impact on JS

H_{A8}: Performance appraisal & organizational productivity are associated

Work Environment, Job Satisfaction & Organizational Productivity

Sell and cleal (2011) discusses the employees reaction when they have too much barrier in their environment on that he produced the model based on job satisfaction by mixing the economic variables and work variables through which he studied briers by high monitory benefits and low monitory benefits, further study suggests that for job satisfaction more variables such as work place, social support has direct impact but increase in rewards in work environment does not change the dissatisfaction level among the employees as suggested by different psychosocial. In work environment role of supervisor is very high in developing high job satisfaction, traits of supervisor like availability at the time of needs, backing up the employees, the way supervisor communicate with employees, motivating and giving confidence for creative

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

and innovative thinking, open mildness for accepting any information and knowledge , results also suggest that if the traits of supervisor are less are poor in communication then dissatisfaction level among the employees are very high (Schroffel, 1999).It has been noticed that if the attention is given to the supervisors support, recognition and the interpersonal relationship among the employees within the faculty members of the school and universities the satisfaction level will rise that leads to the overall productivity in the organization (Catillo & Cano, 2004). Difficult working condition is also studied as an important factor, which influences the job satisfaction among the employees, and it is also noted that, the most difficult conditions also decreases the work productivity of the overall organization (Bakotic & Babic 2013). Moreover, Tariq et al (2013) highlighted the factors like the work life balance in which, stress at work place, work load, salary and the conflicts within the organizations are the source of job dissatisfaction that further resulted in the less productivity and enhances the turnover intentions among the employees

H_{A9}: Work environment has an impact on JS.

H_{A10}: Work environment & organizational productivity are associated

Methodology

The research is causal and quantitative in nature, where the time horizon was cross sectional, the target population was the private universities of business administration within the Karachi region, in which 4 universities were selected on the random basis. The sample was taken from the universities initially 130 questionnaires distributed in which 30 of the questionnaires were returned from the responded with, and a total of 100 were selected for the analysis. As the studies was conducted by different authors taken a sample of 80 (Bakotic & Babic 2013) which shows that the sample is sufficient for the study, a systematic random sampling were used so

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

that a researcher can minimize the biasness factor form the data Furthermore, the sample was the individual teachers teaching in the different institutes of higher education in Karachi Pakistan. The Primary data was collected through structured questionnaire using likert scale with 5 point in which 1=strongly agree, and 5=Strongly Disagree. For the purpose of processing the data researcher used SPSS in which for checking the validity of the questions EFA was used so that the factors can be known for the above studies, cronbach's alpha reliability for checking the internal consistency of the questions, regression for finding the correlation among the variables and Sobel test for proving the mediation effect in the studies.

Result

Factors which are including in the demography of our research are Age group, gender, dependents, designation, marital status and qualification. The sample size of our population is 100 and most of the responded choose the option between 1 and 2.

Frequency Table:

Age Group		Table-1			
		Freq	%	V%	CP
Valid	24-30 YEARS	33	33	33	33
	31-37 YEARS	33	33	33	66
	38-44 YEARS	18	18	18	84
	45-51YEARS	9	09	09	93
	52-ABOVE YEARS	7	07	07	100
	Total	100	100	100	

According to our research analysis people who are relying in the age between 24 to 30 years are 33% similarly people who are between the age group of 31 to 37 years are also 33% more over people who are between 38 to 44 years are 18%, those who are between 45 to 51 years are 9% further more people who are 54 years old or above are 7% .Most of the respondent are between the age group of 24 to 30 and 31 to 37 years.

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

Gender		Table-2			
		Freq	%	V%	CP
Valid	MALE	44	44	44.0	44.0
	FEMALE	56	56	56.0	100.0
	Total	100	100	100	

Male and female both are include in our sample size the total percentage of male are 44 and total percentage if females are 56 .It has been assumed that most of the respondent are female.

Designation		Table-3			
		Freq	%	V%	CP
Valid	Teaching Assistant	09	09	09	09
	Lecturer	44	44	44	53
	Senior lecturer	23	23	23	76
	Assistant Professor	18	18	18	94
	Associate Professor	06	06	06	100
	Total	100	100.0	100.0	

The table above shows the designation of the teachers in higher education institutes and it show the higher percentage of 44% lecturer, similarly 23% of senior lecturer, Assistant professor 18%, teaching assistant 9%, Associate Professor 6%.

Qualification		Table-4			
		Freq	%	V%	CP
Valid	Masters	31	31.0	31.0	31.0
	MS/MPHIL	44	44.0	44.0	75.0
	PHD	15	15.0	15.0	90.0
	Post PHD	6	6.0	6.0	96.0
	Others	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

The table shows the education level of the respondents and it shows the higher percentage of MS/MPHILL, which means most of the our respondent is MS/MPHIL, similarly Masters is 31%, PHD teachers is 15%, Post PHD is 6%, moreover the least percentage is Others and is 4%.

Descriptive Statistics & Reliability Analysis Table-5

	Mean	Std. Deviation	N	Cronbrach's Alpha Reliability
Job Satisfaction	2.0667	.63652	100	0.850

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

Training Development	2.2820	.66914	100	0.825
Compensation	2.6660	.88492	100	0.817
Work Environment	2.3420	.69995	100	0.813
Supervision	2.4300	.71088	100	0.809
Performance Appraisal	2.2120	.74009	100	0.848
Organizational Productivity	2.2314	.63912	100	0.816

This table is representing the mean, standard deviation and number of dependants .In this descriptive analysis most the responded choose agree in job satisfaction similarly In the T&D most of the respondent also goes toward agree moreover in compensation, work environment, Organizational productivity, supervision and performance appraisal most of the respondent goes toward the agree furthermore the standard deviation of all factors which includes job satisfaction, T&D, Comp, WE, organizational productivity , supervision and PA is grater then 0.6 means 60% it can be observed that there no consistency in the responses the reason behind this is that the response are collected from different universities rather than one and different people have their own different perceptions, ideas and mindsets that's why consistency cannot be observed.

According to the reliability analysis it can be observed in the above table that the reliability of the dependent variable which is job satisfaction is 0.850 that is 85% and the reliability of the independent variable that is T&D is 0.825 means 82.5%, similarly the reliability of compensation is 0.817 which mean 81.7% , the reliability of the work environment is 0.813 which is 81.3%, the reliability of the supervision is 0.809 which means 80.9% , the reliability of the performance appraisal is 0.848 which is 84.8% more over the reliability of the performance appraisal is 0.816 which means 81.6% and Organizational productivity showing the value of 0.816.

According to Bland J, Altman D. (1997); DeVellis R. (2003) suggested the values which are sufficient for the alpha and acceptable, ranging from 0.70 to 0.95. The Cronbach's alpha the reliability analysis of all the variables is greater than 0.8 which is concluded that all variables are

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

Reliable and valid for the testing purpose. Furthermore, the results of the analysis will be acceptable.

Exploratory Factor Analysis: Table-6

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.797
Bartlett's Test of Sphericity	Approx. Chi-Square	2769.716
	df	435
	Sig.	.000

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction: Evidence from Higher Education Sectors of Karachi, Pakistan

Rotated Factor Matrix							
	Factor						
	1	2	3	4	5	6	7
JSQ1							.661
JSQ2							.689
JSQ3							.575
TNDQ1						.624	
TNDQ2						.613	
TNDQ3						.593	
CPQ1			.576			.465	
CPQ2			.656				
CPQ3			.658				
CPQ4			.609				
CPQ5			.614				
WEQ2		.697					
WEQ3		.713					
WEQ4		.623					
WEQ5		.650					
SPQ1	.742						
SPQ2	.826						
SPQ3	.774						
SPQ4	.654						
SPQ5	.611						
PAQ1				.696			
PAQ4				.700			
PAQ5				.777			
OPQ1					.583		
OPQ2					.689		
OPQ4					.493		
OPQ5					.550		
OPQ6					.645		
Extraction Method: Principal Axis Factoring.							
Rotation Method: Varimax with Kaiser Normalization.							
a. Rotation converged in 8 iterations.							

EFA is used for checking the soundness of the study questionnaire. The crucial Factor Analysis initially runs on 34 objects. Organizational productivity is predicted by the five essential factors

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

and a mediator and they are highlighted with the help of EFA; i.e. T&D, P.A, Compensation, S.S and the proper W.E with job satisfaction as mediator. 35 items were for the total of the seven factors. In which, the exclusion of items TNDQ5, JSQ4, R&SQ1, PAQ2 & 3 were having cross loadings. Therefore, the contemporary research has removed the item were having cross loading

Components	α	β_1	β_2	R	R ²	F	SIG.	P-VALUE
Org. Productivity ← JS + T&D	.906	.246	.328	.583	.340	40.37	.000	0.00405199
Org. Productivity ← JS + COM	1.12	.413	.069	.509	.259	27.42	.000	0.00000907
Org. Productivity ← JS + SS	.987	.394	.145	.528	.279	30.39	.000	0.00002543
Org. Productivity ← JS + PA	.861	.248	.333	.617	.380	48.15	.000	0.00187873
Org. Productivity ← JS + R&S	.997	.89	.160	.534	.285	31.26	.000	0.00001915

as mentioned above authenticate the questionnaire. Removing the items, TNDQ5, JSQ4, R&SQ1, PAQ2 & 3.

The inter-correlation among the variables showing strong relation with the latent variable. Meanwhile, the inter-correlation among the variable is almost greater than equal to 0.7.

Furthermore, the **Table-8** KMO measure of sampling sufficiency was .797, representing the sufficiency of the records for EFA. Bartlett's Test was discovered in the direction of significant ($p = .000$), which specifies the acceptable association and linking the items. Moreover, the total variance (TV) of seven factors give explanation of 58.27% which explains with the purpose of the items was capable to quantify organizational productivity. The highest Eigen value was obtained on the first factor of 9.003, whereas, the other six factors are showing the values of 2.922, 2.447, 1.832, 1.664, 1.322 and 1.149 respectively. The rotated component matrix exhibited seven valid components

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

Predicting IV's & Mediator with DV Indirect Effect *Table-8*
SOBEL TEST

Here in the table below we can see the relation of the independent variables i.e. T & D, compensation, supervisors support, P A and the work environment, showing the significant indirect effect on the dependent variable i.e. organizational productivity with the mediation of Job satisfaction. So this indirect effect showing the mediation is true. Furthermore, the values can be seen showing the positive relation i.e. T&D has a significant relation with the employee turnover showing (p-value $0.000 < 0.05$, Sobel test $0.004 < 0.05$, Beta value 0.328) the values showing that training and development is significant relation with the organizational productivity with the mediation of Job satisfaction. Whereas the beta value is showing a positive impact on organizational productivity if its provided, the more training and development provided to the employees the more they will have satisfied with the job and will increase the organizational productivity as well. Similarly, the values of all IVs showing some relation with the DV with the mediation effect of job satisfaction

As the values of compensation, Performance appraisal, supervisor support, work environment showing the value $.000 < 0.05$ showing the significant impact on organizational productivity with the mediation of job satisfaction. Hence we can say that, increasing in the above factors or providing the factors to the employee, a proper compensation experienced based, qualification based and the other benefits can enhance their satisfaction level. Appropriate strategies to appoint an employee, support from the supervisor are the factors which enhancing the satisfaction level of the employees.

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

Components	α	β	R	R ²	F	SIG	T-VALUE
J.SATISFACTION ← TRAINING& DEV	.766	.585	.619	.384	98.57	.000	9.917
J.SATISFACTION ← COMPENSTION	.845	.389	.499	.249	52.310	.000	5.629
J.SATISFACTION ← SUPERVISOR.S	1.14	.301	.329	.109	19.234	.000	6.607
J.SATISFACTION ← PERF.APPRISAL	.981	.382	.429	.184	35.56	.000	6.219
J.SATISFACTION ← W. Environment	1.20	.305	.332	.110	19.568	.000	7.527

Predicting IV's with Mediator

Table-9

The table above showing the values of the statistics, researcher has run the regression while proofing the first model that is the relation of the IV's with the mediating variable as (DV). So here the relation of mediating variable is showing significance with all the variables i.e. T&D (sig 0.000 < 0.05, T-value 9.917 > 2 showing that statistically significance. Similarly, the values of Compensation, Supervisor support, Performance appraisal and the work environment are showing the significant values. Hence it can be said the all the null hypothesis has been rejected so that. The IV's (T & D, Compensation, S.S, P.A and the work environment has a significant relation in predicting the job satisfaction.

Job Satisfaction and Organizational Productivity

Table -10

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895 ^a	.801	.800	.30151
a. Predictors: (Constant), Job Satisfaction				

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

Coefficients		Table- 11				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.085	.081		-1.040	.300
	Job Satisfaction	.939	.037	.895	25.210	.000

a. Dependent Variable: Organizational Productivity

The variation in job satisfaction is .801 is explained by the organizational productivity, which is showing the strong positive relation between job satisfaction and organizational productivity. Moreover, it can be seen that the direct effect of job satisfaction with the organizational productivity is significant ($p = .000$, $t = 25.21$) which suggested that organizational productivity is highly dependent on the level of job satisfaction. If employees satisfy with the job it will enhance the productivity in the organization. The constant showing the negative value, that if there will be no satisfaction it will decrease the productivity by .085.

Conclusion

This study was about the effectiveness of HRM practices on Organizational productivity with the mediation effect of job satisfaction a study on higher education. In this research researchers considered different variables which includes T & D, Comp, W.E, S.S and P. A. The study reveals through testing that the job satisfaction of employees mostly impacted by the T&D and work environment. That means that enhancing T & D, Comp, W.E, S.S and P. A leads to the job satisfaction of the employees first then the organizational productivity can be enhanced. It is the phenomenon's that can be understand that, the organizations can get the productivity only when the employees are satisfied, because any sort of organization is profitable and successful just because of their employees and their abilities to perform the complex task in the easy manner.

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

Furthermore, employee is the key source of getting success. So motivating employees and enhance their satisfaction level is the first key to get the organizational productivity. Moreover, this study also reveals that for increasing the job satisfaction of the employees the most important factor to focus by the HR Depart of the higher education sectors, compensation is the most important variable i.e. (Mean 2.666) among all. So construct the competitive compensation policies because the satisfaction level of the employee is more depend upon the compensation policy among all, secondly the supervisor support i.e. (Mean 2.43) suggesting that after the compensation policy the second most important variable to focus is supervisor support, it has been supported supervisors are big relief for the employees, trusting on the employees, including them in the decision making, taking risk on the employees, motivating them timely and making them learning new things day by day and this satisfied them in the job. Third important variable is the work environment i.e. (Mean 2.34) the pleasant work environment is always essential in the organization. The working condition, employee and peers relation, timely availability of the things and the most importantly organizational citizenship behavior also enhances the satisfaction level among the employees. Then the other factors like, Training Development & Performance Appraisal are the last in the importance but influential, because all the variables has the significant impact with the mediator and the dependent variable organizational productivity.

We suggest the following recommendations to improve the efficiency and effectiveness of HR practices. Organizations should conduct the training and development session for enhancing the productivity and to train the employees to handle with new technologies and advancement. Proper standardized compensation policies to prepare. And make habits of the learning organizations will enhance the chances of getting the good environment, where

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

employee would start to make helps to their colleagues and this environment will change their satisfaction level

Future Direction

The research is limited due to the time constrain, so there might be more attributes that can be included in future research to further enhance the relationship of the model. The attributes like recruitment & selection and the employee relationship management can be include in the model to further testify the significance of the variable. Furthermore, the same research can be conducted on the other sectors with increasing the sample size and selecting the more diverse population in terms of race, and ethnicity to check the mediation effect of these variables on organizational productivity.

References:

Ahmed Mohammed Sayed Mostafa , (2017)," High-performance HR practices, positive affect and Employee outcomes ", *Journal of Managerial Psychology*, Vol. 32 No. 2 pp. 163-176

Aw, B., & Tan, H. (2007, June). Training, Technology and Firm-Level Productivity in Taiwan(China). *Conference on Enterprise and training strategies and productivity .*

Bakotic, D., & Babic, T. B. (2013, February). Relationship between Working Conditions and Job Satisfaction: The Case of Croatian Shipbuilding Company. *International Journal of Business and Social Science*, Vol. 4, No.2, pp. 206-213.

Bland J, Altman D. (1997): Statistics notes, Cronbach's alpha. *BMJ.*; Vol 22. Pp 314:275.

Bradley, S., Petrescu, A., & Simmons, R. (2004). The Impacts of Human Resource Management practices and pay inequality on Worker's Job Satisfaction. *Paper*

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

presented at the Western Economic Association 79th Annual Conference

Vancouver .

Castillo, J. X., & Cano, J. (2004). Factors Explaining Job Satisfaction Among Faculty.

Journal of Agricultural Education, Vol. 45, No.3, pp. 65-74

Dessler, G. (2007). Human Resource management. *Prentice Hall of India Private Limited.*

DeVellis R. (2003): Scale development, theory and applications: theory and application.

Thousand Oaks, CA: Sage;.

Doucet, O., Lapalme, M-E., Simard, G., and Trembley, M. (2015), "High involvement management practices as leadership enhancers", *International Journal of Manpower*, Vol. 36 No. 7, pp.1058-1071.

Ebrahim, S., Zanatv, G. A., & Abdel-Azim, A. (2005). Miswak and Khella as growth Promoters in rabbits performance and some physiological aspects. *Egyptian J. Poult. Sci. , Vol 25, pp 735-748.*

Graham, G. (. (1982). Understanding human relations. The individual, organizations, and management. *Science Research Associates, Chicago Inc.*

Godard, J. (2001), "High performance and the transformation of work? The implications Of alternative work practices for the experience and outcomes of work", *Industrial and Labor Relations Review, Vol. 54 No. 4, pp. 776-805.*

Guest, D. E. (1997). Human resource management and performance:a review and Research agenda. *The International Journal of Human Resource Management , Vol 8. No 3, pp 263-276.*

Hair, J.F., Black, W., C., Babin, B.J., and Anderson, R.E. (2010), *Multivariate Data Analysis (7th Edition)*. Upper Saddle River, NJ.: Prentice Hall.

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

Harley, B., Sargent, L.D., and Allen, B.C. (2010), "Employee responses to 'high Performance work system' practices: An empirical test of the disciplined worker thesis", *Work, Employment and Society*, Vol. 24 No. 4, pp. 740-760.

Harmon, J., Scotti, J. D., Behson, S., Farias, G., Petzel, R., Neuman, H. J., et al. (2007). Effects of high involvement work systems on employee satisfaction and services costs in Veterans.

Healthcare. *Journal of Healthcare Management* , Vol. 48. No. 6, pp 1-14.

Hong T. M. Bui Gordon Liu Sarah Footner, (2016), "Perceptions of HR practices on job Motivation and work-life balance: mixed drives and outcomes in a labor-intensive sector", *International Journal of Manpower*, Vol. 37, No. 6 pp. 12-18.

Hoppock, R. (1935). *Job Satisfaction. New York:Harper and Brothers* .

Huselid, M. A. (2011). Huselid, M. A., Jackson, The significance of human recourse Management implementation effectiveness for corporate financial performance. *Western Economic association 79th Annual conference vanconve* .

Jiang, K., Chuang, C.-H. and Chiao, Y.-C. (2015), "Developing collective customer Knowledge And service climate: the interaction between service-oriented high performance work systems and service leadership", *Journal of Applied Psychology*, Vol. 100 No. 4, pp. 1089-1106.

Karasek, R., & Theorell, T. (2013). *Healthy Work: stress, productivity, and the reconstruction of working life. New York: Basic Book* , pp 89-103.

Kehoe, R. and Wright, P.M. (2013), "The impact of high performance human resource Practices On employees' attitudes and behaviors", *Journal of Management*, Vol. 39. No. 2, pp. 366-391.

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

Kesashly, L., & Jagatic, K. (2000). The Nature and Extent of Emotional Abuse at Work: Results of a Statewide Survey. *Paper presented at the symposium on president patterns of aggressive behavior at work* .

Kirk Chang Bang Nguyen Kuo-Tai Cheng Chien-Chih Kuo Iling Lee , (2016),"HR practice, organizational commitment & citizenship behavior: a study of primary school teachers in Taiwan", *Employee Relations: The International Journal* , Vol. 38 Iss 6 pp.

Lynch.L. (1991). The impact of private sector training on race and gender wage differential and The career patterns of young workers. *Bureau of labor statistics* .

Marescaux, E., De Winne, S., and Sels, L. (2013), "HR practices and affective Organizational commitment :(when) does HR differentiation pay off?", *Human Resource Management Journal*, Vol. 23 No. 4, pp. 329-345.

McClean, E., and Collins, C.J. (2011), "High-commitment HR practices, employee effort, And firm performance: Investigating the effects of HR practices across employee Groups within professional services firms", *Human Resource Management*, Vol. 50 No. 3, pp. 341-363.

Messer smith, J.G., Patel, P.C., Lepak, D.P. and Gould-Williams, J.S. (2011), "Unlocking The black box: exploring the link between high-performance work systems and performance", *Journal of Applied Psychology*, Vol. 96 No. 6, pp. 1105-1118.

M, H. (2012). can training stop turnover. *training* , Vol 30. No.10, 82-87.

Nankervis, A., Compton, R., & Baird, M. (2005). Human resource management: strategies and processes. *5th ed. Victoria:Nelson Australia Pty Limited* .

Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2006). Human Resources

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

Management: Gaining A Competitive Advantage. . 5th Ed. New York:McGraw
Hill/Irwin.

Osterman, P. (2014). How Common is workplace transformation and who adopts it?

Industrial And Labor relations Review , Vol 47, pp 173-188.

Rabl, T., Jayasinghe, M., Gerhart, B. and Kühlmann, T. (2014), "A meta-analysis of
Country differences in the high-performance work system-business performance
relationship: the roles of national culture and managerial discretion", *Journal of
Applied Psychology*, Vol. 99 No. 6, pp. 1011-1041.

Ramsay, H., Scholarios, D., and Harley, B. (2000), "Employees and high-performance
Work systems: Testing inside the black box", *British Journal of Industrial
Relations*, Vol. 38 No. 4, pp. 501-531.

R.A. Noe, J. H. (2007). Human Resource Management:Gaining a competitive advantage.
McGraw Hill.

Schaffner, J. A. (2001). Turnover and Job Training in Developing and Developed
Countries: Evidence from Colombia and the United States.
<http://www.google.com>.

Schroffel, A. (1999). How Does Clinical Supervision Affect Job Satisfaction? The
Clinical Supervisor, Vol. 18. No.2.

Sell, L., & Bryan, C. (2011). Job Satisfaction, Work Environment, and Rewards:
Motivational Theory Revisitedlabr. *LABOUR*, Vol. 25, No.1, pp. 1-23.

Sheppeck, M. A. (2000). Strategic HR configurations and organizational performance.
Human Resource Management , Vol. 39 No. 1, pp 5-16.

Simmons, R. (2004). The Impacts of Human Resource Management Practices and Pay

Evaluating HR Practices on Organizational Productivity with the Mediation Effect of Employee Satisfaction Evidences from Higher Education Sectors of Karachi Pakistan

Inequality On Workers' Job Satisfaction. *western economic association 79th annual conference vancouve.*

Stirpe, L. Bonache, J., and Trullen, J. (2015), "The acceptance of newly introduced HR practices: Some evidence from Spain on the role of management behavior and organizational climate", *International Journal of Manpower*, Vol. 36 No. 3, pp. 334-353.

Sundstrom, E., Town, J., Rice, R., Osborn, D., & Brill, M. (1994). Office noise, satisfaction and performance, *Environment and Behavior*. Vol. 26. No. 2, pp 195
222.

Tan, H. W., & Batra, G. (2002). Enterprise Training in Developing Countries: Overview Of Incidence, Determinants, and Productivity Outcomes. *World Bank Occasional Paper Series, World Bank, Washington, D.C.*

Tariq, M., Ramzan, M., & Riaz, A. (2013). The Impact of Employee Turnover on the Efficiency of the Organization. *Interdisciplinary Journal of Contemporary Research in Business*, Vol. 4, No. 9, pp. 700-711.

Ting, Y. (2010). Determinants of job satisfaction of federal government employees. *Public Personnel management* , Vol 26. No. 3, pp 313-334.

Zaini A., N. A. (2009). The effect of human resource management practices on business Performance among private companies in Malaysia. *International Journal of Business And Management* , Vol.4 No. 6, pp 65-72