TÍTULO: Explorando el factor determinante para el desempeño de los empleados en el contexto educativo superior.

AUTORES:
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RESUMEN: Hay ciertos factores que pueden afectar el desempeño de la fuerza laboral, que se nombran factores predictivos hacia el desempeño de los empleados según los resultados de los estudios de investigación existentes. Este artículo tiene como objetivo explorar las relaciones entre factores determinantes (cultura organizacional, justicia organizacional, política organizacional y empoderamiento psicológico) hacia el desempeño de los empleados; con este propósito, se recopilaron datos secundarios de bases de datos en línea, mientras que los primarios se obtuvieron de fuerzas de trabajo provenientes de instituciones superiores seleccionadas a través de un cuestionario estructurado adaptado de estudios de investigación anteriores. Esta investigación proporciona información valiosa (teórica y empírica) a la base de datos existente de conocimiento sobre los temas bajo consideración.

PALABRAS CLAVES: cultura organizacional, justicia organizacional, política organizacional, desempeño de los empleados, instituciones de educación superior.
TITLE: Exploring the determining factor towards employees’ performance in higher educational context.

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ABSTRACT: There are certain factors which can affect the workforces’ performance which are named as predicting factors towards the employees’ performance as per outcomes of existing research studies. This article is aimed at exploring relationships between determining factors (“organizational culture, organizational justice, organizational” politics & psychological empowerment) towards employees’ performance; for this purpose, secondary data was collected from different online databases, while primary was collected from workforces hailing from selected higher institutions through structured questionnaire adapted from previous research studies. This research is expected to provide some valuable information (theoretical and empirical) to existing database of knowledge about issues under considerations.

KEY WORDS: organizational culture, organizational justice, organizational politics, employees’ performance, higher educational institutions.

INTRODUCTION.
In Pakistan, the higher education institutions are witnessed for poorer performances as these institutions are facing continuous problems about structural upgradation, resources availability and the infrastructure development (Qaisar & Sara, 2009). Among all, the lack of competent and effective academic leadership along with mismanagement of various organizational dynamics are
the missing factor with regard to the workforces’ performance which directly tells upon success of the higher institutions (Bodla & Nawaz, 2010).

For effective performances, the workforces are required to adopt institutional culture to manage, interpret and take just and suitable decisions by their own appropriate to institutional credibility and success (Ali & Musah, 2012). The fairness, in educational setting, denotes to just, fair and transparent decisions on the part of management and leadership towards workforces. When concerned employees perceive that they are treated equally in institutions without any discriminations then they will show their utmost commitment, dedication and performance to achieve the desired standards towards the success of concerned institutions (Tahseen & Akhtar, 2015).

In higher institutions, the fair decisions on the part of leaders will be supportive in nurturing commitment, trust and performances of employees which in turn helps institutions in achieving the competitive edge in the contemporary competitive situation (Khan et al., 2016). The politics in institutions results in creating interest conflict, builds injustice and discrimination, influencing the actions and behaviors of workforces in caustic manners and creates the culture of nepotism and favoritism in the institutions (Labrague et al., 2017).

In institutional setting, psychological empowerment is also considered as vital predictor for desired performances. The psychological empowerment denotes to psychological determinants which comprises meaning, competence, impact and self-determination which further leads to the task motivation (intrinsic) and replicates the sense of obligations about the active involvement of the workforces in institutional activities (Dina et al., 2018). However, when employees experience the favoritism, nepotism, injustices, lack of suitable culture and absence of psychological empowerment in institutions then it might ultimately influence commitment, performance and output of concerned employees (Anastasios & Chatzoglou, 2019).
DEVELOPMENT.

Literature review.

The higher education institutions are responsible to provide competent and committed workforces to different sector of economies. These institutions might be able to provide the said job more effectively when they meet the desired performances (Armstrong & Baron, 2005). The performance of higher institutions is basically output of performances of their workforces. The best performances of employees guarantee the success of the concerned institutions (Thomas & Feldman, 2009). However, there are certain parameters which are expected to affect workforces’ performance positively/negatively (Naseem et al., 2012). Therefore, organizational culture, organizational justice, organizational politics and psychological empowerment are considered as dynamic forces which affect the employees’ performances (Ahmed et al., 2018). These variables have been researched in diverse contexts including the higher educational institutions with diverse results/outcomes and the same significant results are expected from the empirical investigation in the current study.

Organizational culture.

In developing countries, higher institutions have faced pressures from different dimensions due to the fast growing technological, economic and cultural changes emerged from the outside and inside environment (Cameron & Quinn, 2006). In this connection, the exceptional growth in population, cultural complexity and emergent of private institutions linked socio-cultural and technological forces created determined compressions on higher institutions to respond to changing cultures and environment (Gregory et al., 2009).

The objective of higher institutions is to promote effective learning culture in the institutions which is at par to international standards. In this drive, institutions are required to ensure all the vital measures which are prerequisite for the development of effective culture in institutions (Hartnell et
al., 2011). The effective culture is not only helpful for the expansion of the institutional norms but also helps in augmenting the workforces’ attitude and behavior results in the decent performances in the institutions (Coman & Catalina, 2016).

**Organizational justice.**

In higher education context, employees’ performance and organizational justice are strongly related with institutional success as it helps in acquiring the desired reputation in the competitive environment (Gendy & Banna, 2007).

The concept of organizational justice has appeared as vital phenomenon during past decades and studied by different researchers in organizational context from different dimensions and outcomes (Hassan & Hashim, 2011). The justice perception forms the response from the injustice and discrimination at the workplaces however, in present case in higher educational context (Tahseen & Akhtar, 2015). However, in institutions, different parks and specialized groups of the workforces come closer and work together, resultanty, pragmatic preparation is required to investigate the matter effectively as per to the frame of organizational justice in higher educational institutions (Hossein & Hassan, 2019).

The current study examined and reported that the organizational injustice not only harm employees’ behavior but damages the organization reputation and credibility as well.

**Organizational politics.**

The politics within organizations denotes to diverse activities and actions by using different influencing strategies to manage certain interest whether organizational or personal. The studies reveal that individuals who have certain administrative, interpersonal and opinionated skills are intends to gain some authority and control within the organization to influence other individuals (Rahman et al., 2011).
The organizational politics is the behavior and process in connection to the human interactions by encircling the authority and power (Bodla et al., 2014). The politics within organization is considered as the social networking used by individuals those who intends to have some powers to attain desired changes which help the individuals and organization. The accessing usages of the authority and control is harmful for the organizations and expected to affect organizational activities and outcomes (Abbas & Awan, 2017).

Conversely, organizational politics is sometimes helpful in increasing interpersonal relations, efficiency, benefited the individuals and organizations and expedite the desired change (Hossein & Hassan, 2019).

**Psychological empowerment.**

It is an admitted fact for any institution that the employees’ satisfaction has no doubt leads the institution toward stability and success. Accordingly, the psychological empowerment perception denotes to four elements which are related to the individual psychological factors that ultimately influence institutional activities and long-lasting objectives (Avolio et al., 2004). However, there are certain elements like proficiency, meaning, impact and self-determination that performs basic role in arena of psychological empowerment in context of higher educational institutions and all organizations of different nature and functions (Thornton & Audrey, 2008).

The psychological empowerment come into debate and grip the attention of various researchers, for the reason that empowerment can improve “performance of employees in the institutions” (Salam et al., 2013). Likewise, the empowerment also helps in boosting optimistic behavior and enhance life standard of an individual, group and organization along with providing strong professional development opportunities to individuals (Dina et al., 2018).
Employees performance.

The performance is considered as the backbone for organizational development. In higher educational context, the performance of workforces is considered as the only tool for achieving the institutional long-term objectives (Taktaz et al., 2012). Still, the management of workforces’ performances in institutions requires additional competencies in managing strategies, practices and policies related with augmentation of performance aimed at the institutional development (Bodla et al., 2014). Therefore, in inviting and holding the competent and committed workforces, the inclusive system of performance management is playing significant role in upbringing the institutional credibility (Iqbal et al., 2017).

The performance of the institutions is all about the performances of their employees as success on higher institutions is dependent upon the hard work and efforts of their employees (Dina et al., 2018). In this connection, organizational culture and justice along with psychological empowerment are the main parameters in effecting the workforce’s performance.

Hypotheses of study.

H1: The predicting variables have positive and significant association with criterion variable (correlation analysis).

H2: The predicting variables have positive and significant impact on the criterion variables (regression analysis).

Research methodology.

The research methods and procedures used in conducting this research has been discussed without which no research study can be undertaken successfully. The methodology is complete set of processes and procedures which are vital in completing the study and achieving the desired objectives thereby using the particular research design.
Research design.

The research design denotes research plan of particular research study by highlighting research methods and tools and techniques by mentioning tools of data collection (secondary & primary) as well as the data analysis (descriptive & inferential) to comprehensively manage the research study (Creswell & Williams, 2012).

Survey approach.

This research study is based upon the positivist approach; therefore, survey is considered as the best approach by using structured questionnaire extracted from existing studies (Sekaran & Bougie, 2013).

In this study, researcher used the survey approach to access the population of study through an appropriate sample-size.

Population & sample.

The population is entire group of the elements in which researcher has plan to collect, analysis and generalize the results from the sample towards the population (Lance & Hattori, 2016). For this purpose, two old and two newly emerged universities have been included in this research having population of 1258. Thus, total population of the study comprises 1258 faculty members who were target population of the study.

For appropriate sample size selection, researcher used widely recommended statistical formula (Yamane, 1967). Thus, 304 questionnaires were distributed among which 280 were recollected.
Table 1 Statistics for Sample-size.

<table>
<thead>
<tr>
<th>E</th>
<th>N</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.05</td>
<td>1258</td>
<td>303.498</td>
</tr>
</tbody>
</table>

Statistical Formula (Yamane, 1967)

\[ n = \frac{N}{1 + N \epsilon^2} \]

\[ n = \frac{1258}{1 + 1258 (0.0025)} = n = 304.498 \]

304

**Data collection and analysis.**

Mostly, two types of data are important in social research studies like secondary data and primary data (Monagahn & Hartman, 2007).

The secondary data is available in different sources comprises online databases, books in libraries and public and private reports. While primary data is collected over questionnaire as adapted from previous studies.

The primary data has been analyzed, different statistical procedures have been used to get most accurate results in chasing hypotheses as emerged from theoretical framework of study (Patricia & Nandhini, 2013).

**Questionnaire design and measurement.**

The organization and measurement of the questionnaire is critical phase of research process as valid and reliable questionnaire is vital for collection of accurate and complete information from the respondents of the study (Kirch & Wilhelm, 2008). The questionnaire has been adapted from previous research studies which were widely used by many researchers in their research studies (Black & Ken, 2010).

**Validity & reliability.**

The validity and reliability are important requirement for examining suitability and internal consistency of adapted questionnaire (Moskal & Leydens, 2000). The main purpose behind is the differences in context as these questionnaires have been used in developed countries while the researcher is conducting present study in developing country, therefore, the accurateness and the
validity of the questionnaire becomes questionable (Hair at al., 2010). Thus, the researcher used the validity and reliability tools to examine accuracy and internal consistency of adapted version of the instrument.

**Table 2 Statistics for Sample-size.**

<table>
<thead>
<tr>
<th>Research Variables</th>
<th>Total Items</th>
<th>Cronbach's Alpha</th>
<th>Reliability Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Culture</td>
<td>07</td>
<td>.735</td>
<td>Quite Reliable</td>
</tr>
<tr>
<td>Organizational Justice</td>
<td>07</td>
<td>.843</td>
<td>Highly Reliable</td>
</tr>
<tr>
<td>Organizational Politics</td>
<td>07</td>
<td>.814</td>
<td>Highly Reliable</td>
</tr>
<tr>
<td>Psychological Empowerment</td>
<td>07</td>
<td>.768</td>
<td>Quite Reliable</td>
</tr>
<tr>
<td>Employees performance</td>
<td>10</td>
<td>.878</td>
<td>Highly Reliable</td>
</tr>
</tbody>
</table>

**Data analysis & discussions.**

The data analysis is essential phase in the research process as it provides the results about the data obtained through the field work (Tabachnick & Fidell, 2007). Therefore, the inferential analysis procedure has been used to analyze the data and to find answers of research questions as extracted from the theoretical framework.

**The correlation.**

**Table 3 Correlation Analysis (Hypothesis # 1).**

<table>
<thead>
<tr>
<th></th>
<th>Organizational Culture</th>
<th>Organizational Justice</th>
<th>Organizational Politics</th>
<th>Psychological Empowerment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Culture</td>
<td>Pearson Correlation</td>
<td>.561**</td>
<td>.442**</td>
<td>.671**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>&lt;0.001</td>
<td>&lt;0.001</td>
<td>&lt;0.001</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>280</td>
<td>280</td>
<td>280</td>
</tr>
<tr>
<td>Organizational Justice</td>
<td>Pearson Correlation</td>
<td>.462**</td>
<td>.509**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>&lt;0.001</td>
<td>&lt;0.001</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>280</td>
<td>280</td>
<td></td>
</tr>
<tr>
<td>Organizational Politics</td>
<td>Pearson Correlation</td>
<td>.462**</td>
<td>.590**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>&lt;0.001</td>
<td>&lt;0.001</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>280</td>
<td>280</td>
<td></td>
</tr>
<tr>
<td>Psychological Empowerment</td>
<td>Pearson Correlation</td>
<td>.590**</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>&lt;0.001</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>280</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees Performance</td>
<td>Pearson Correlation</td>
<td>.667**</td>
<td>.559**</td>
<td>.740**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>&lt;0.001</td>
<td>&lt;0.001</td>
<td>&lt;0.001</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>280</td>
<td>280</td>
<td>280</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).**
The first assumption “was about” relationship (association) between predicting variables (organizational culture, justice, politics and psychological empowerment) and criterion variable (employees’ performance).

The correlation confirmed positive association between predictors and the criterion variables. Likewise, the employees’ performance is significantly and positively associated organizational culture \((R = .771 & \text{P-value} = <0.001)\) as validated by (Ali & Musah, 2012; Ghazi & Abbas, 2018), organizational justice \((R = .667 & \text{P-value} = <0.001)\) as confirmed by (Gendy & Banna, 2007; Khan et al., 2016), organizational politics \((R = .559 & \text{P-value} = <0.001)\) validated by (Rahman et al., 2011; Bodla et al., 2014) and psychological empowerment \((R = .740 & \text{P-value} = <0.001)\) confirmed by (Taktaz et al., 2012; Dina et al., 2018). The results also show that independent variables themselves are significantly and positively associated with each other. Therefore, the study confirmed the existence of relationship between predictors and criterion variables and thus, first hypothesis is accepted.

**The regression.**

**Table 4.** Model Summary (Hypothesis # 2).

<table>
<thead>
<tr>
<th>Model</th>
<th>(R)</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.753*</td>
<td>.627</td>
<td>.623</td>
<td>.58151</td>
</tr>
</tbody>
</table>

**Table 5.** (ANOVA) (Hypothesis # 2)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>340.487</td>
<td>4</td>
<td>85.122</td>
<td>183.270</td>
<td>.000*</td>
</tr>
<tr>
<td>Residual</td>
<td>127.727</td>
<td>275</td>
<td>.464</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>468.214</td>
<td>279</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 6. (Coefficients) (Hypothesis # 2)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>-1.391</td>
<td>.219</td>
<td>-6.357</td>
</tr>
<tr>
<td></td>
<td>Organizational Culture</td>
<td>.539</td>
<td>.055</td>
<td>.428</td>
</tr>
<tr>
<td></td>
<td>Organizational Justice</td>
<td>.271</td>
<td>.051</td>
<td>.219</td>
</tr>
<tr>
<td></td>
<td>Organizational Politics</td>
<td>.172</td>
<td>.055</td>
<td>.124</td>
</tr>
<tr>
<td></td>
<td>Psychological Empowerment</td>
<td>.322</td>
<td>.065</td>
<td>.246</td>
</tr>
</tbody>
</table>

a. Independent Variables: Organizational Culture, Justice, Politics & Psychological Empowerment.
b. Dependent Variable: Employees Performance.

The second assumption was about the predictability of the employees’ performance through predictors by applying the regression procedure. The results showed the significant impact of predictors on criterion variable thereby showing 63% variation. The results also showed that predicting variables have significant impact on employees’ performance like, organizational culture (.539 & .000) as validated by previous studies (Shahzad, 2014; Ghazi & Abbas, 2018), organizational justice (.271 & .000) as confirmed by existing studies (Nasurdin & Khuan, 2011; Iqbal at al., 2017), organizational politics (.172 & .042) as confirmed by the previous research studies (Bodla & Danish, 2010; Abbas & Awan, 2017) and psychological empowerment (.322 & .000) validated by (Chiang & Hsieh, 2012; Hameed & Waheed, 2015). Therefore, from the results, the second hypothesis is also accepted.

CONCLUSIONS.

This study was focused on certain dynamics which are considered as the backbone for the respectable performances of the employees and the institutions as well and measured as the vital gears for the development of every organization including the higher institutions. Likewise, the organizational culture and justice impact has been statistically confirmed in this study as cultured environment and the fairness perception has significant impact on the employees’ attitude and behavior.
The organizational politics is measured as the destructive element for the performance of the employees and institution as it always focusing on promoting the personal values instead of institutional norms and values.

The psychological empowerment has also significant impact on the employees’ performance as the emotionally fit and empowered employees are expected to show greater performance and commitment towards the attainment of the institutional long-term objective. Thus, this study is expected to provide valuable information through theoretical and empirical contributions to existing database of knowledge about issues under considerations which further are expected in providing suitable guidelines “to the policy makers and future” researcher in conducting their studies on similar issues from different dimensions.

BIBLIOGRAPHIC REFERENCES.


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