

Human resources management practices: A case of National University in Bangladesh

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Keywords

University, HRM, SHRM, HR Plan, Job Satisfaction

Abstract

Like any other organization, efficient manpower is the precondition of the success of University. Manpower is the strategic resource for any organization. So, this resource should be managed strategically. This study has been conducted to evaluate the HRM practices of National University, Bangladesh. Moreover, the aim of the study is to identify the key areas where the University authority can emphasize to develop their manpower in order to build and retain a talent workforce. This study is mainly a quantitative study. In this study, both primary and secondary data has been used. The faculties and the employees who work into the central campus of the University are considered as the population. The Yamane Equation has been used to determine the appropriate sample size. The sample size of the study is 86 where 11 respondents from Faculties and 76 respondents from Staff. Though the population is not homogenous, stratified sampling technique has been used to collect the primary data. Data has been collected randomly from the sample. SPSS version 23 has been used to analyze the collected data. The study has been conducted basing on five hypotheses. T- Test has been used to test the hypotheses. The study found the areas of poor performance regarding HRM functions of NU basing on the response of sample faculties and staffs. Moreover, the study also compares the satisfaction of Faculties and Staff basing on some common issues. This study founds Staff are given more positive response than Faculties about the activities taken regarding HRM issues. Finally, some recommendations are given to improve the HRM practices which will ensure the efficient manpower management.

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, universities etc. play the role to make the human as a resource for the nation. A lot of people work into these organizations as input of conversion process who converts a human as human resource. So, it is important to practice the theory and concepts of modern Human Resource Management (HRM) to fulfil the people need who are working in education institutions.

At present, 41 public universities, 101 private universities and 3 international universities are operating in Bangladesh for higher education. Among the 41 public universities, 2 universities are working with affiliating in nature. These are National University of Bangladesh and Bangladesh Open University (UGC, 2018). Considering the number of students at the higher education level, Bangladesh has now achieved the fourth position in the world after China, India and Indonesia. More than 39 lakh students are enrolled into the university level (The Daily Star, 2018).

Moreover, almost all largest public universities have some affiliations with different colleges and institutions with their regular academic activities. For an example, Dhaka University, Rajshahi University, Chittagong University, Bangladesh University of Professionals (BUP) etc. have affiliations with different colleges and institutes. Before the year 1992, all of the colleges in higher

education level were under Dhaka University, Chittagong University and Rajshahi University. There were 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 been created. To overcome from the session jam, two public universities have been 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 education 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 under Bangladesh Open University in every year with 1,502 affiliated centers (BOU, 2018). Recently a total of 7 affiliated government colleges of Dhaka city have been transferred from National University (NU) to Dhaka University. The purpose of this transformation is to reduce excessive pressure from NU and also ensuring quality education at college level.

NU is the largest public university of Bangladesh who works with a large number of affiliated colleges and institutions. The University has about 2,300 affiliating colleges where more than 20 lakh students are studying with different programs. NU has started its academic activities with affiliated campus i.e. off campus. NU has also started On-Campus academic activities from the year 2006. 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 and Teachers' training program for college teachers are also providing from the central Campus. At present, NU has 78 faculties of different discipline who operates the academic and administrative activities. About 1213 non-academic Staff works into central campus.

Human Resources (HR) are the most important resources 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. Organization requires HR in its different level like top, mid and functional level in order to convert the vision into reality. It is said that, *A supper computer becomes workless without a superman*. Here, the super man is the employee who operates the computer. The supercomputer works as per the direction of employees. So, it can be easily understood about 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 factor works as the input of any operations. Though in Management, input is considered broadly as man, machine, material, money, market and method which are also called *6M* of management. Along with this *6M*, information is also considered as the vital input in any production or services-oriented process (Griffin, 2013). If the most important resource '*Human*' is become absence or inefficient the other resources are also become as ineffective or inactive. As a result, it can be said that, the success of any organization is mainly depends on its employees.

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 (DeCenzo, et al., 2010).

Every organization perform its tasks in order to satisfy the customer needs. These customers may be both internal and external. Internal customer means the employees of the organization who prepare 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 customers. Internal customer stays into inside of the organization and external customer stays into

outside of the organization (Besterfield, et al., 2004). So, to satisfy the external customer of the organization, 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 skilfully implemented, the success of the organizational strategy is at risk (Belcourt, et al., 2003). As a result, in order to acquiring and retaining the most efficient HR into workplace, organization needs to develop strategic HR plan. This will give the organization a distinguished position into competitive market.

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 activities successfully, it requires preparing themselves as an efficient HR. University should apply modern Management and HRM theories regarding manpower which will help to achieve its strategic position from the competitive market.

The main objective of this study is to investigate the HRM practices basing the case of National University, Bangladesh. The study has also some other specific objectives;

1. To measure the NU performance regarding HRM functions;
2. To compare the responses of faculties and staff's perceptions regarding HRM functions;
3. To find out the existing limitation(s) regarding efficient HRM practices;
4. To suggest guideline(s) in order to overcome from the limitation(s);

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 (Wikipedia, 1911). According to Oxford University Press (2010), it is an institution of higher education offering tuition in mainly non-vocational subjects and typically having the power to confer degrees.

HRM

HRM is the process of acquiring, training, appraising, compensating employees, maintaining labor relations, health and safety and fairness concerns (Dessler, 2013). Moreover, it refers to those activities which are undertaken by an organization to utilize the 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. Because, people not buildings, make an organization successful.

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 are very important for the organization success. Recruitment is the process of obtaining interested people/ applicants for the fulfilling organizations vacancies where selection refers fitting a round peg in a round hole.

Training and Development

Training helps to develop an up-to-date workforce which provides a competitive advantage over the rivals. Whatever, the success of organization depends on workforce? Training refers to a planned effort by a company to facilitate employees' learning of job-related competencies (Noe, 2013). Training develops a positive and constructive attitude among the employees towards achieving the 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 (Mia, 2017).

Motivation and Maintenance

A person is not bound to do 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 (Robbins, et al., 2009). Motivation is the set of internal and external forces including both financial and non-financial means that lead an employee to choose a course of action.

Rewards and Compensation

Organization must attract and hire people who have certain knowledge, skills, aptitudes and attitudes. 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 efficient employee. On the other hand, organization provides benefits which are things of value other than compensation that an organization provides to its workers (Griffin, 2013).

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 (Salamon, 2010).

Strategic HRM

Strategic HRM is the interrelated practices, policies and philosophies that facilitate the attainment of organizational strategy (McBey, et al., 2010). In competitive era, it is the task of organization to develop an efficient workforce for the success who will be able to carry the organizational objectives. On the other hand, organization must take effective strategy to retain the efficient HR. Otherwise, key competitor may hunt the talent which is also known as *talent hunt*. Moreover, organization must attract the efficient and talent HR of competitors. Here, the practices of Strategic HRM can give an organization a competitive advancement over the rivals.

Human Resource Information Systems (HRIS)

HRIS is a 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 its clients of the systems (Beulen, 2009).

Career Growth

Career is a structural property of an occupation or an organization. A final aspect of retaining human resource is career planning. Career management is a process by which individuals develop, implement and monitor career goals and strategies (Jeffrey, et al., 2011). 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.

HRM Practices

Shree et al., (2017) in their study emphasized to have separate HR department to conduct HR related function in universities. They also highlight 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. Iqbal et al., (2011) 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, teamwork, 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.

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 with the responsibility of taking their nation ahead of others. They desire security, recognition, new experience and independence (Sharma, et al., 2009). When teachers are satisfied with their job, they can perform their responsibilities with more concentration and devotion (Adhikari, et al., 2017). Teaching at the university level is a highly honorable career and academicians are always boons to their societies. The job satisfaction of academics is related to a number of variables 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 (Masum, et al., 2015). Faculty member's satisfaction depends on several issues like; training facilities along with some physical facilities and distribution of courses. Kishor, et al., (2015) shows in their quantitative study that, majority of the Maharashtra State University teachers have moderate level of job satisfaction. Thi Lien, (2017) shows that salary and fringe benefits, recognition and communication have influential relationship with lecturer job satisfaction in the linear regression analysis. There is no significant difference between male and female faculty members 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 (Ali, et al., 2009).

Non- Academic Staff Job Satisfaction

In a quantitative research Jawabri, (2017) shows that, a few factors like supervisor's support, promotion and support from colleagues positively influenced the job satisfaction of academic staff of University. Pimpong, et al., (2019), 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 bonus to ensure extrinsic satisfaction. Tai et al., (2014) 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 staff.

The above discussion shows 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. The public universities are largely depending on faculties. In National University, both academic and administrative activities simultaneously performed simultaneously because of large number of affiliating campuses. As a result, about 1,200 non-academic staffs are working in NU. 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 into the University.

Methodology

Research Design

This study is basically a quantitative analysis. A total of 1 year has been consumed to conduct the study. Among the first four months, some literature relating to HRM has been reviewed from the secondary sources. The research gap has been found by reviewing the literature. On the basis of research gap, the objectives of the study have been determined. For the purpose of meeting objectives, some hypotheses have been formulated. On the basis of objectives and hypotheses, a questionnaire has been developed. A total of 3 months has 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 been used. Primary data has been collected from the sample. On the other hand, different journals, articles, books, newspapers, websites etc. have been used as the secondary source.

Instruments of the Data Collection

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

Population

In this study, the faculties and the officers of the University has been 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 been collected randomly from the population. The *Yamane Equation* has been used to determine the appropriate sample size from the population. The equation is $nY = \frac{N}{1 + Ne^2}$. Though the population is not homogenous, stratified sampling technique has been used to collect the data. Here the margin of error has been considered as 10%. The sample size is as like as

$$nY = \frac{N}{1 + Ne^2}$$

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

$$= \frac{616}{1 + 616 \times 0.1^2}$$

$$= 86.03 \text{ or } 87$$

Proportionate of the sample from two group are;

For strata with $N_1 = 77$,

we have $P_1 = \frac{N_1}{P} = \frac{77}{616} = .125$.

So, the $n_1 = n * P_1 = 87 * .125 = 10.87$ or 11

For strata with $N_2 = 539$, we have $P_2 = \frac{N_2}{P} =$

$\frac{539}{616} = .875$

So, the $n_2 = n * P_2 = 87 * 0.875 = 76.125$ 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 stuffs from groups are;

Faculties

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

Staffs

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

$$\text{We have } P_{f1} = \frac{N_{f1}}{P_f} = \frac{7}{77} = 0.09$$

So, the $n_{f1} = n \cdot P_{f1} = 11 \cdot 0.09 = 0.99$ or 1.

By applying the same formula, the $n_{f2} = 2$,
 $n_{f3} = 5$ and $n_{f4} = 3$

$$\text{We have } P_{s1} = \frac{N_{s1}}{P_f} = \frac{142}{539} = 0.26$$

So, the $n_{s1} = n \cdot P_{s1} = 76 \cdot 0.26 = 19.76$ or 20

By applying the same formula, the $n_{s2} = 29$
and $n_{s3} = 27$.

Analysis of the Study

The collected data has been analyzed with SPSS version 23. The responses of the samples have analyzed both in aggregate and separately. Descriptive statistics including mean, standard deviation, standard error mean and one tail t- test have been done to measure the perception 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 been done to compare the perception of samples separately.

Hypotheses Development

The study has been conducted basing on the following hypotheses;

H_1 : NU has Human Resource Plan.

H_2 : NU ensures career development opportunity for the faculties and the staffs.

H_3 : NU motivates the faculties and the staffs towards achieving goals.

H_4 : NU maintains a sound relation with the faculties and the staffs.

H_5 : Faculties and staffs are satisfied about their job.

Analysis and Findings

The result shows that the average score perceived by faculties and staff of NU towards "Human Resource 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 Strategic 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= -0.987, 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= -0.421, 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 "workplace 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 workplace relations.

On contrary, the perceived mean score of "satisfaction about their job" 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 satisfaction about faculties and staff's job.

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

One-Sample Statistics				
Descriptions	N	Mean	SD	Std. Error Mean
Human Resource Plan	86	3.1163	.95324	.10279
Career Development Opportunity	86	2.8915	1.01934	.10992
Motivation	86	2.9581	.92297	.09953
Workplace Relations	86	3.1279	.90588	.09768
Faculties and staffs are satisfied about their job.	86	3.5814	.90522	.09761

Table 2: T-test

One-Sample Test						
Descriptions	Test Value = 3				95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
	Human Resource Plan	1.131	85	.261	.11628	-.0881
Career Development Opportunity	-.987	85	.326	-.10853	-.3271	.1100
Motivation	-.421	85	.675	-.04186	-.2397	.1560
Workplace Relations	1.309	85	.194	.12791	-.0663	.3221
Faculties and staffs are satisfied about their job	5.956	85	.000	.58140	.3873	.7755

An independent samples t-test was conducted to compare the perception of faculties and staffs regarding HRM practices of NU. The difference between the perception of faculties and staffs regarding HRM practices are presented in Table-3. Staffs showed a significantly higher positive response regarding HRM practices than faculties. The table-3 shows that, in all categories the perceived mean value of faculties is lower than 3 and lower than the staff's perception mean value. It is also noticeable that, both faculties and staff's responses mean value is lower than 3 and the std. deviation is also closely equal (SD=1.01, 1.01) for career and development opportunities. It represents that they are disagreed about career development opportunities offered by the University to faculties and staffs. Other than career development opportunities, staff's response mean is higher than 3.

Table 3: Independent T-test

Descriptions	Mean (Faculties=11)				Mean (Staffs=75)			
	Mean	SD	t	p	Mean	SD	t	p
Human Resource 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	1.012	-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
Faculties and staffs are satisfied about their job	2.94	0.91	-2.57	.01	3.67	0.87	-2.48	.02

*p=0.05

The above table 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 satisfaction about Faculties and staff's 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 workplace relations.

Limitations of the study

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 staff may also vary. But this study has been conducted to know the HRM practices focusing the both group like faculties and staffs from some common viewpoint. So, it is one of the major limitations of the study. Though this type of study has not conducted earlier to develop the HR of the university, the researcher has focused on both faculties and staffs from some common variables. So, there is a scope to the future researcher to conduct more research on the issue focusing the both parties' needs separately.

Conclusion and Recommendations

Conclusion

Human Resources are the vital resource of any organization. Without the Efficient HR, other resources of organization like finance, technology, information and infrastructure will not work. 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, so the faculties and staff 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 of faculties & employees, motivation, workplace relations. Specially, a gap has been found among the response of faculties and academic staffs. Organization need to focus on every needs of its manpower. Without the fulfillment of people's needs, no organization can survive in competitive society. So, University needs to think HR as competitive resource to win the competition. They need to train up their employee to satisfy the needs of its stakeholders. University need to focus more to retain the talent with their 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.

Recommendations

Based on findings, the following recommendations are given;

The university authority may 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 skill of manpower into different issues which may help to employee 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 of 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. University can apply 360^o 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 regularly and rotationally with a specific time period which will increase the efficiency, knowledge 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 should minimize. University authority need to concentrate 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. Moreover, University can develop Human Resource Information Systems software which will provide required information regarding workforce with least time and costs.

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