



Factors Affecting Employee Performance in Universities of Pakistan

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ABSTRACT

This study observes the factors inducing employee presentation at Pakistani organizations, with an emphasis on business culture, individual difficulties, and manager attitude. A organized questionnaire was used to collect data from 100 university workers using a measurable research method. SPSS was used to regression as well as correlation investigation. The findings demonstrate that each of the three elements—personal issues, organizational culture, and administrator attitude—has a major impact on worker performance. In order to boost performance, the study makes suggestions for enhancing administrative procedures, creating a positive workplace culture, and attending to individuals' individual difficulties.

Keywords: Employee performance, Organizational culture, Personal problems, Managerial attitude, Pakistani organizations, University employees, Quantitative research, Questionnaire survey, SPSS, Regression analysis, Correlation analysis, Workplace improvement, Performance enhancement strategies.

INTRODUCTION

For fostering human capital, knowledge, and innovation within the economy, universities play a critical role. In Pakistan, universities are also crucial for the nation's economy and social development due to the production of result-oriented graduates and the conduction of relevant research. In order to accomplish these goals, the contribution of all personnel, including the teaching and administrative staff, is of great importance.

Concerning the factors that influence employee performance, there are personal, organizational culture, and managerial style factors. Administrative style attitudes influence employee motivation, decision making, and job satisfaction. Organizational culture, which influences the employee norms, values, and behaviors, also impacts the level of corporation and the teamwork.

Recent indication points to position of business culture, worker wellbeing, and executive support in decisive relevant routine. Afzal et al. (2024) recognized organizational philosophy as a significant factor for increase efficiency, whereas Jafri et al. (2023) decorated the influence organizational practices in Pakistani universities have on employee presentation, demonstrating the position of effective organization and philosophy.

Resolving personal matters increases productivity and engagement (Meraj et al., 2024). The purpose of this research is to investigate the relationships among employee performance, culture of the organization, personal problems and attitude of the administrator in Pakistani universities.



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Review of Literature

Attitude of the Administrator

The attitude of the administration is one of the factors that affects employee performance. Supportive and ethical leadership fosters motivation, engagement, and productivity, while a negative attitude leads to the demotivation of the employees. Ibrahim et al. (2009) pointed out that ethical and fair managerial practices enhance trust and job satisfaction. Jafri et al. (2023) confirmed that in the higher education setting, effective administrative practices have a positive relationship with the performance of the employees.

Culture of the Organization

The culture of the organization is the collection of the same beliefs, values and norms that direct the employees' behaviour. A positive culture fosters a collaborative, innovative and committed organization. Afzal et al. (2024) identified that in a university with a positive and supportive culture, employees' performance is enhanced. The theory of symbolic power (Hallett, 2003) argues that the culture of the organization can be created through interactions of employees and leaders negotiated.

Personal Problems

Your own issues, however, like financial difficulties, health complications, or family obligations, can also hamper your performance. Posner (2010) figured that the resonance of personal and organizational values reduces the stress one feels and increases the commitment employees have towards the organization. Meraj et al. (2024) argue that personal challenges employees face are highly related to the support they receive, which enhances their performance and satisfaction in public universities.

Research Gap

Various studies have documented the factors affecting employee performance in several areas, but there are very few studies that focus on Pakistani universities. This research seeks to fill that gap by determining the combined effects of administrator attitude, organizational culture, and personal problems on the performance of employees in universities.

Problem Statement

There are several factors that affect employee performance in universities, which includes administrative attitude, organizational culture, and personal challenges. It is important to know these issues for the development of mechanisms for enhancing employee productivity and organizational performance.

Research Objectives

- To determine the relationship between administrator attitude and employee performance in the context of Pakistani universities.
- To analyze the relationship between organizational culture and employee performance.
- To assess the impact of personal problems in relation to employee performance.

Questions for Research



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1. How do administrators' attitudes affect workers' performance at Pakistani universities?
2. How does employee performance relate to organizational culture?
3. What impact do personal issues have on workers' performance?

Theories

H1: Employee performance and administrator attitude are significantly correlated.

H2: Employee performance and organizational culture are significantly correlated.

H3: Employee performance is significantly correlated with personal issues.

Conceptual and Theoretical Framework

Conceptual Framework:

Attitude of the Administrator ----- ->

Culture of the Organization ----- > Performance of Employees

Personal Issues ----- >

Structure of Theory:

Structure of Theory:

Motivation theory and social exchange theory are used in this study. According to the Social Exchange Theory, workers perform better when their managers act in a positive manner. Motivation Theory highlights how both internal and external motivators, like support from administrators and a healthy workplace culture, can improve performance.

METHODOLOGY

The study used a quantitative research design. Data from 100 university workers was gathered using a standard survey questionnaire consisting of 20 closed-ended Likert-scale items. Regression, correlation, and reliability analyses were conducted with SPSS software.

- Sample: One hundred faculty and staff persons between the ages of twenty-five and fifty-five were selected at random.
- Personal problems, business values, and the manager's attitude are examples of independent variables.

One dependent variable is worker presentation.

DATA ANALYSIS

Reliability Analysis

Variable	Cronbach's Alpha	Reliability Level
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Employee Performance	0.643	Acceptable
Administrator Attitude	0.636	Acceptable
Organizational Culture	0.647	Acceptable
Personal Problems	0.263	Poor
Overall Dataset	0.707	Good

Correlation Analysis

Variable	Employee Performance
Manager Attitude	0.6250 (modest, significant)
Organizational Values	0.2460 (weedy, substantial)
Individual Problems	0.4121 (moderate, significant)

All the independent variables illustration significant confidentrelations with worker performance, subsidiary the reception of all its hypotheses.

Regression Analysis

Predictor	Beta (Standardized)	t-value	Significance (p-value)
Administrator Attitude	0.605	7.290	0.000
Organizational Culture	0.218	2.872	0.005
Personal Problems	0.176	2.135	0.034

Interpretation:

- **H1 accepted:** Administrator attitude significantly predicts employee performance.
- **H2 rejected:** Organizational culture significantly predict performance
- **H3 rejected:** Personal problems do not significantly predict performance.

DISCUSSION

The results show that most significant predictor of workerachievement is the attitude of an administrator. Developed motivation and efficiency are raised by universities with moral and supportive management. Although they have fewer of an impression, individual issues and administrative culture have a large impact on concert. These outcomes align with the of Meraj et al. (2024)Afzal et al. (2024) and Jafri et al. (2023).



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SUGGESTIONS

- 1. Training for Administrators:** To improve managerial abilities and encourage moral, encouraging leadership, universities should create leadership programs.
- 2. Positive Organizational Culture:** Promote a cooperative, open, and encouraging workplace.
- 3. Support for Personal Issues:** To address personal issues, offer employee assistance programs, flexible work schedules, and counseling.
- 4. Regular Performance Feedback:** To improve staff growth and motivation, set up an organized feedback system.

CONCLUSION

The results of the study show that worker performance in Pakistan organizations is significant influenced by administrative values, personal apprehensions, and manager attitude. The greatest effect comes from insolence of managers, highlighting the significance of experienced leadership. Performance is better by addressing social issues and business culture, which increases institutional output and efficiency.

LIMITATIONS

- The sample size not precisely reflects all Pakistan universities.
- Response bias might be presented by self-reported surveys.
- Causal implication is imperfect by cross-sectional design.

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