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“The Challenges Professors/Lecturers Face in Public Sector Universities of Balochistan, Pakistan”

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ABSTRACT

This study focuses on the challenged professors/lecturers face in public sector universities of Balochistan. The main objectives of the study were to identify the main challenges and factors influencing on the performance of the professors. The nature of the study was quantitative, and its population was 09 public sector universities. Simple random technique was adopted for sampling and therefore, 04 universities were selected for the study. Total sample size comprised on 105 professors and lecturers. A questionnaire was designed as a research instrument. The required data was collected through google. The obtained data was analyzed through SPSS. Main findings of the study were medium of instruction, workload, unconducive working environment, differences in lifestyle, stress, medical facilities, lack of recreational opportunities, absence of standard schools and proper accommodation. Few recommendations were suggested.

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Introduction

The literacy rate has been low since the inception of Pakistan. Therefore, to uplift its literacy rate, a number of educational policies and reforms have been made. Consequently, literacy rate elevated to some extent for the last few decades. Comparatively, among the provinces, Balochistan is the largest province of Pakistan, covering the area of 347,188 square kilometer or 13,050 square miles. Demographically, it has forty-four percent of the total area of Pakistan which has low and scattered population. Its urban area is less than its rural area. It has the lowest literacy rate according to various surveys. Therefore, a great number of doctors, engineers, professors, lecturers, army and police officers have been serving in this province, belonging from other provinces of Pakistan. These employees have various challenges and issues during their services.

To increase the literacy rate in Balochistan, 08 public sector universities have been established. In this study, the various challenges professors/lecturers belonging from other provinces face would be addressed. *Materson (1980)* stated that major challenges for the employees are workload, long work hours, lack of supervision, inadequate working conditions, poor relationships with colleagues and basic facilities. In basic facilities for employees are proper accommodation, transportation, health care, children education and satisfactory or peaceful environment (law and order situation) (*Ehsan & Ali, 2019*). Appropriate and conducive work environment plays a pivotal role in physical and mental health of employees. *Malik, Ahmed and Ali (2011)* described that upgrading in the working environment leads to improved employees' performance. It could also result into better performance of the institutions due to retention of

employees because the retained workers try their best to do well at their organization.

Literature Review

Another big challenge for the employees is to speak up their bosses regarding their own problems and issues. Employees or workers are routinely hesitant to share some information which can be understood as threatening or negative to those who are above them in the organizational hierarchy (*Roberts & O'Reilly, 1974; Rayan & Oestreich, 1991*). This unwillingness to speak up, and the information concealment that it gives rise to, likely has the prospective and potential to weaken administrative decision making process and to undermine employees trust and morale (*Beer & Eisenstat, 2000; Janis, 1982; Morrison & Millikan, 2000; Tamuz, 2001*). It is very explicit from the above statement that why employees are remain silent and do not have courage to raise their voice or simply to speak up for their rights. They have great fear not to lose their jobs. *Bowing (2001)* stated that stress and discomfort happen with the contact between environment and an individual, which increases emotional tension affecting one's mental and physical condition. Consequently, the employees' performance is deteriorated because of insecurity and stressful environment. *Ritchie and Martin (1999)* described that external forces or factors also effect on the individual output in the organization.

Menese (2006) analyzed that the ability of the employee raises and produces the expected output when the internal environment of the organization is conducive. *Ismail and Hong (2011)* stated that the low performance of employees is subjected to work related stress at the job place. Moreover, unsupportive management and lack of financial rewards also decreases

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the performance level of employees and face bodily or physical problems, for example as intensification in blood pressure, heart disease and headaches (Malik, 2011). Pedival (2011) stated that at job, dissatisfaction and stress affect psychological, physical and financial balance of the employee. As a result, the turnover rate of the employees increases. Similarly, Coctzee and Derilliers (2010) defined that work relationship, role ambiguity lack of job autonomy, job security; compensation and dearth of management support are major sources of creating job stress and anxiety.

Workplace or environment is the amalgamation of various aspects such as social support, job characteristics, training, physical working surroundings, and communication process. Greenhaus and Parasurasnan (1994) concluded that social support means to help the individual by his/her supervisors, co-worker and colleagues so that to perform effectively. It reveals the arrangement of best associations which can be separated into categories for instance the work or toil related common support and personal social support.

Kazmi, Amyad and Khan (2008) analyzed that job performance could be the outcome of three features; work conditions, skills and efforts. The nature of organizational or work conditions is facilitating the employees where skills include abilities, knowledge and competencies the employees bring to the job and effort is the motivation the employees put forth toward the getting the work done.

The current study will contribute to explore the challenges professors/lecturers face in universities of Balochistan. Feldman and Landsman (2007) described that organizational outcome could be the positive behavioral change of employees which may be linked with rewards and incentive programs. Such type of programs may create

more feelings of commitments, belongingness, esteem and satisfaction (Green & Haywood, 2007). Similarly, Chiang and Berth (2010) concluded that favorable work environment consisting friendly human resource policy may increase employees' organizational commitment, productivity and overall performance.

Recreational Opportunities

Maruani and Amil-Cohen (2007) stated that increasing in leisure activities, especially in urban areas become the rising standard, changing employment and changing the life style pattern of the people. Recreational places or parks are the responsibility of the local government but unfortunately these parks and places are lacking in Balochistan province. Research studies depicted that the deficit of proper facilities for the occupants is the foremost hurdle for the employees. They need recreational parks nearby their residents to spend leisure times there with their families (Roth, 2016; Akpınar & Cankurt, 2016).

A large number of researchers mentioned various benefits of the recreational parks. These benefits consist leisure and recreational needs of people (Maulan, 2003; Pickett & Cadenasso, 2008), social well-being and cognitive or mental well-being (Jancal, 2002; Van den berg, Hartig & Staats, 2007).

Security

Provincialism, regionalism, ethnicity and sectarianism are the core issues of security in Pakistan. Religious extremism also created bad image of Pakistan particularly in the eyes of entire world. Moreover, inter-provincial grievances seriously damage the reputation and federation because every province in Pakistan has its own language, culture and

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history which push ethnocentric arrogance in it (Safdar, 2004). In Balochistan, professionals in the department of education, medical, engineering and police department mostly belong from other provinces, facing the security threats now and then. Ethnic and regional pride is in the peak here in Balochistan. These inhabitants think that their basic rights and employments have been grabbed. Law and order situation is not favorable for the dwellers especially for the non-local employees. According to the Human Rights Watch (2010), right from the start of the armed insurgency in 2006, dozen and dozen non-local people have been attacked, threaten and killed by the nationalists. A large number of teachers including lecturers and professors who were called “settler” in the province, kicked them out of Balochistan and brought the education system close to collapse. Zafar (2015) stated that not only Punjabi settlers were targeted but in May, 2015 two dozen Pashtun labors have been taken off Karachi-bound buses at the gun point and shot.

Job Satisfaction

The job satisfaction indicates the progress of the employees in the organization. Javed, Balouch & Hasan (2014) concluded that employees’ empowerment, job loyalty, workplace environment, job satisfaction and performance have positive association. Furthermore, the employees’ retention is closely linked to job satisfaction. They stated that a successful organization makes efforts to assure collaboration, job satisfaction, temptation and communication levels among its workers, so that they would certainly be more enthusiastic towards their job responsibilities and achieving the desired organizational objectives (Javed, Balouch & Hasan, 2014). Worker job satisfaction is connected with how people

think, perceive and feel about their job (Spector, 1997).

The overall purpose of the current study is to reveal about the factors influence satisfaction level of professors/lecturers and helps universities to identify these causes. Thus, job satisfaction can be emotional and enjoyable condition ensuring from assessment of one’s experience (Locke, 1976). Similarly, Lai Wan (2007) stated that job satisfaction can be a vital aim for any institution to reach and obtain it. Indeed, when the satisfaction level of workers’ increases, their output to the organization will also rise. Though, the dissatisfaction of the workers has antagonistic effects on effectiveness and efficiency of the institution. Therefore, studying job satisfaction of the professors/lecturers can be the most important areas of universities setup.

Objectives of the Study

1. To identify the main factors influencing on the performance of the professors/lecturers in public sector universities of Balochistan.
2. To identify the major challenges the professors/lecturers are facing in public sector universities of Balochistan.

3. Hypothesis

4. H_0 1 There is no significant difference in the perceptions of male employees and female employees regarding the factors influence on their performance.
5. H_0 2 There is no significant difference in the perceptions of MS/M.Phil employees and PhD employees regarding the factors influence on their performance.
6. H_0 3 There is no significance difference in the perceptions of local

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employees and non-local employees regarding the factors influence on their performance.

7. H₀ 4 There is no significance difference in the perceptions employees regarding the factors influence on their performance on age group basis.
8. H₀ 5 There is no significance difference in the perceptions regarding the factors influence on their performance on the basis of years of experience.
9. H₀ 6 There is no significance difference in the perceptions employees regarding the factors influence on their performance on the basis of designation.
10. H₀ 7 There is no significance difference in the perceptions of male employees and female employees regarding the challenges at the institutions.
11. H₀ 8 There is no significance difference in the perceptions of MS/M.Phil employees and PhD employees regarding the challenges at the institutions.
12. H₀ 9 There is no significance difference in the perceptions of local employees and non-local employees regarding the challenges at the institutions.
13. H₀ 10 There is no significance difference in the perceptions of employees regarding the challenges at the institutions on age group basis.
14. H₀ 12 There is no significance difference in the perceptions of employees regarding the challenges at the institutions on basis of years of experience.
15. H₀ 13 There is no significance difference in the perceptions of employees regarding the challenges

at the institutions on the basis of designation.

Methodology

The current study attempted to reveal the challenges professors/lecturers face in public sector universities of Balochistan. The nature of the study was survey. Out of 08 public sector universities 04 were randomly selected as a sample. To obtain the required data, a questionnaire consisting of 15 items was developed. Likert-type scale was used in the questionnaire. The ratings were as: strongly agree (1), agree (2), neutral (3), disagree (4) and strongly disagree (5). The content validity of the questionnaire was ensured from the field experts. A pilot study was conducted on a small sample (N = 7) of the university professors who were comprised in the intended sample. The reliability of the items was checked through Cronbach's Alpha (.689). The final refined draft of the questionnaire was sent to 140 professors and lecturers through google and received 105 responses. The collected data was analyzed through SPSS and interpreted below the tables.

Description of participants

Table 1 Gender wise description of participants

Gender	Frequency	Percentage (%)
Male	55	52.4
Female	50	47.6
Total	105	100%

Table 1 shows that majority of the respondents were male 55 (52.4% of total respondents). 50 were female (47.6% of total respondents).

Table 2 Age Group wise Descriptions of Participants

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Age	Frequency	Percentage (%)
Below 30	33	31.4
31-40	56	53.3
41-50	11	10.5
51-60	5	4.8
Total	105	100%

Table 2 shows that majority of the respondents belong to the age group of 31-40. There were 56 (53.3% of total respondents) from age group of 31-40, 33 (31.4% of total respondents) belong to age group of below 30, 11 (10.5% of total respondents) belong to 41-50 and 5 (4.8% of total respondents) belong to age group of 51-60.

Table 3 Years of Experience wise Description of Participants

Years of Experience	Frequency	Percentage (%)
Less than 3	23	21.9
4-9	51	48.6
10-19	26	24.8
20 and above	5	4.8
Total	105	100%

Table 3 shows that majority of participants have 4 to 9 years of teaching experience which is 48.6% of total participants. Second highest numbers of participants have 10 to 19 years of experience, who are 24.8% of total participants. Similarly, 21.9% participants have less than 3 years of experience and only 4.8% participants have 20 and above years of experience.

Table 4 Designation wise Description of Participants

Designation	Frequency	Percentage (%)
Lecturer	69	65.7
Assistant Professor	29	27.6
Associate Professor	4	3.8
Professor	3	2.9
Total	105	100%

Table 4 shows that majority of the participants were lecturers, they were 69

(65.7% of total participants). Second highest numbers of participants were Assistant Professors, who were 29 (27.6% of total participants). Similarly, 4 Associate Professors and 3 Professors were the participants, who were 3.8% and 2.9% of total participants respectively.

Table 5 Qualification wise Description of Participants

Qualification	Frequency	Percentage (%)
MS/M.Phil	75	71.4
PhD	30	28.6
Total	105	100%

Table 5 shows that majority of participants of the study had the qualification MS/M.Phil, they were 75 (71.4% of total participants). Similarly, 30 (28.6%) participants had the qualification PhD.

Table 6 Occupation wise Description of Participants

Occupants	Frequency	Percentage (%)
Local	66	62.9
Non-Local	39	37.1
Total	105	100%

Table 6 shows that majority of participants were local, they were 66 (62.9% of total participants).

39 (37.1% of total participants) were non-local.

Objective 01: To identify the main factors influencing on the performance of the professors/lecturers in public sector universities of Balochistan.

Table 7 Factors influencing on the Performance at Institutions

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Items	Mean	St. Dev	SA	A	N	DA	SDA
I am satisfied with each of my instructional duties at this institution.	2.13	.899	21.9	55.2	10.5	12.4	0
Medium of instruction influences on my performance.	2.30	.980	17.1	53.3	15.2	11.4	2.9
The work load influences on my performance at this institution.	2.17	1.164	34.3	36.2	11.4	14.3	3.8
The attitude of my colleagues is unfriendly.	3.35	.899	1.9	17.1	30.5	44.8	5.7
The attitude of the superiors is offensive.	3.43	1.055	1.9	22.9	20.0	41.0	14.3
The overall working environment is uncondusive in this institution.	3.03	1.113	6.7	34.3	14.3	39.0	5.7
I panic when I am ordered to come to my superior/head office.	3.13	1.177	6.7	30.5	18.1	32.4	12.4
At my workplace they intentionally made awful working circumstances for me.	3.33	1.182	8.6	18.1	19.0	40.0	14.3

It is evident from the table 7 that majority of participants were agreed that there are certain factors that influence their performance. 77.1% (M=2.13, SD=.899) of participants agreed that they are satisfied with their duties at the institution. 70.4% (M=2.30, SD=.980) agreed that medium of instruction influences on their performance. 70.5% (M=2.17, SD=1.164) agreed that workload influences on their performance at the institution. 50.5% (M=3.35, SD=.899) disagreed regarding the unfriendly attitude of colleagues, whereas 30.5% of participants were neutral regarding the statement. Similarly, 55.3% (M=3.43, SD=1.055) were disagree regarding offensive attitude of superiors. 44.7 % (M=3.03, SD=1.113) of participants were disagree that overall working environment is uncondusive in the institutions, whereas 41% of participants were agree that working environment is uncondusive at the institution. 44.8% (M=3.13, SD=1.177) of participants were disagree that they experience panic when visit superior or head’s office whereas, 37.2% of participants agreed that they get panic whenever they visit superior or head’s office. 54.3% (M=3.33, SD=1.182) of participants were disagree that at their workplace, they intentionally made awful working circumstances for them, whereas, 26.7% participants agreed with the above statement.

Thus, results show that majority of participants consider that the factors that influence their performance at the institution are the medium of instruction, workload, uncondusive working environment and getting panic.

Objective 02: To identify the major challenges the professors/lecturers are facing in public sector universities of Balochistan.

Table 8 Challenges face at Institutions

Items	Mean	St. Dev	SA	A	N	DA	SDA
Lifestyle is different in Balochistan as compared to other provinces.	1.70	.634	37.1	57.1	3.8	1.9	0
The stress at my workplace is causing ill health.	2.63	1.219	21.9	30.5	13.3	31.4	2.9
Law and order situations are satisfactory in this area.	2.88	1.141	11.4	30.5	23.8	27.6	6.7
There is a major issue of medical facilities at my work station.	2.28	1.244	33.3	35.2	5.7	21.9	3.8
There are no recreational opportunities at the place where I live.	2.19	1.001	27.6	40.0	18.1	14.3	0
Children education is a major challenge in the absence of standard schools.	1.90	1.046	40.0	44.8	6.7	2.9	5.7
Proper accommodation is a great challenge at the university.	1.89	1.068	45.7	36.2	2.9	14.3	1.0

Table 8 shows the main challenges that participants experience at their institution. 94.2% (M=1.70 SD=.634) of participants were agree that lifestyle is different in Balochistan as compared to other provinces. 52.4% (M=2.63, SD=1.219) of participants were agree that they experience stress at their workplace du to which their health is suffering, whereas 34.3% participants disagreed with the statement. 41.9% (M=2.88, SD=1.141) of participants were agreed that law and order situations are satisfactory, whereas, 34.3% of participants were disagree that law and order situations are satisfactory. 68.5% (M=2.28, SD=1.244) of participants consider that lack of medical facilities is a major issue at their work place. Similarly, 67.6% (M=2.19, SD=1.001) of participants agreed that there are no recreational opportunities at their workplace. 84.8% (M=1.90, SD=1.046) of participants were agree that children education is a major

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challenge due to absence of standard schools. 81.9% (M=1.89,SD=1.068) of participants consider that proper accommodation is a great challenge at the university.

Thus, majority of participants consider that major challenges that they face at their institutions are the difference of lifestyle, stress, lack of medical facilities, lack of recreational opportunities, absence of standard schools of the education of their children and lack of proper accommodation.

Inferential Statistics

H₀ 1 There is no significance difference in the perceptions of male employees and female employees regarding the factors influence on their performance.

Table 9 Difference among Perceptions about Factors influence Performance on Gender Basis

Variable	GroupsN	M	SD	df	t-value	sig(p)	
Performance	Male	55	19.77	4.02	103	-.547	.585
	Female	50	20.16	3.23			

*p<0.05

Table 9 shows that *t* value (-.547) with *df* (103) was not significant at *p*=.585. It indicates that male employees (M=19.77,SD=4.02) and female employees (M=20.16,SD=3.23) do not differ significantly in their perceptions. Thus, it was concluded that there is no difference in the perceptions of employees regarding factors influence their performance at institutions.

H₀ 2 There is no significance difference in the perceptions of MS/M.Phil employees and PhD employees regarding the factors influence on their performance.

Table 10 Difference among Perceptions about Factors influence Performance on Qualification Basis

Variable	GroupsN	M	SD	df	t-value	sig(p)	
Performance	MS/M.Phil	75	20.10	4.01	103	.628	.531
	PhD	30	19.60	2.57			

*p<0.05

Table 10 shows that *t* value (.628) with *df* (103) was not significant at *p*=.531. It indicates that MS/M.Phil employees (M=20.10,SD=4.01) and PhD employees (M=19.60,SD=2.57) do not differ significantly in their perceptions. Thus, it was concluded that there is no difference in the perceptions of MS/M.Phil and PhD employees regarding factors influence their performance at institutions.

H₀ 3 There is no significance difference in the perceptions of local employees and non-local employees regarding the factors influence on their performance.

Table 11 Difference among Perceptions about Factors influence Performance on Occupants Basis

Variable	GroupsN	M	SD	df	t-value	sig(p)	
Performance	Local	66	19.80	3.23	103	-.548	.585
	Non-Local	39	20.21	4.31			

*p<0.05

Table 11 shows that *t* value (-.548) with *df* (103) was not significant at *p*=.585. It indicates that local employees (M=19.80,SD=3.23) and non-local employees (M=20.21,SD=4.31) do not differ significantly in their perceptions. Thus, it was concluded that there is no difference in the perceptions of local and non-local employees regarding factors influence their performance at institutions.

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H₀ 4 There is no significance difference in the perceptions employees regarding the factors influence on their performance on age group basis.

Table 12 Difference among Perceptions about Factors influence Performance on Age Group

Variable	Groups	N	M	SD	df	t-value	sig(p)
Performance	Male	55	19.77	4.02	103	-.547	.585
	Female	50	20.16	3.23			

*p<0.05

Table 4.32 reflects that the F value (.228) was not significant at p=.877. It shows that employees belong to different age groups do not differ in their perceptions regarding factor influence their performance at institutions.

H₀ 5 There is no significance difference in the perceptions regarding the factors influence on their performance on the basis of years of experience.

Table 13 Difference among Perceptions about Factors influence Performance on Years of Experience Basis

	Sum of Squares	df	Mean Square	F value	p(sig)
Between Groups	113.543	3	37.848	2.993	.034
Within Groups	1277.034	101	12.644		
Total	1390.578	104			

*p<0.05

Table 4.32 reflects that the F value (2.993) was significant at p=.034. It shows that employees have different years of experience differ in their perceptions regarding factor influence their performance at institutions.

H₀ 6 There is no significance difference in the perceptions employees regarding the

factors influence on their performance on the basis of designation.

Table 14 Difference among Perceptions about Factors influence Performance on Designation Basis

	Sum of Squares	df	Mean Square	F value	p(sig)
Between Groups	90.360	3	30.120	2.340	.078
Within Groups	1300.218	101	12.873		
Total	1390.578	104			

*p<0.05

Table 4.32 reflects that the F value (2.340) was not significant at p=.078. It shows that employees have different designation do not differ in their perceptions regarding factor influence their performance at institutions.

H₀ 7 There is no significance difference in the perceptions of male employees and female employees regarding the challenges at the institutions.

Table 15 Difference among Challenges Employees face at Institutions on Gender Basis

Variable	Groups	N	M	SD	df	t-value	sig(p)
Challenges	Male	55	13.92	3.35	103	-4.751	.000
	Female	50	17.14	3.57			

Table 9 shows that *t* value (-4.751) with *df* (103) was significant at p=.000. It indicates that male employees (M=13.92, SD=3.35) and female employees (M=17.14, SD=3.57) differ significantly in challenges. Thus, it was concluded that there is significant difference in the challenges of male and female employees regarding challenges face at institutions.

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H₀ 8 There is no significance difference in the perceptions of MS/M.Phil employees and PhD employees regarding the challenges at the institutions.

Table 16 Difference among Challenges Employees face at Institutions on Qualification Basis

Variable	Groups	N	M	SD	df	t-value	sig(p)
Challenges	MS/M.Phil.	75	15.80	3.99	103	1.469	.145
	Ph.D	30	14.60	3.16			

Table 9 shows that *t* value (1.469) with *df* (103) was not significant at *p*=.145. It indicates that MS/M.Phil. employees (M=15.80, SD=3.99) and PhD employees (M=14.60, SD=3.16) do not differ significantly in challenges. Thus, it was concluded that there is no significant difference in the challenges of MS/M.Phil. and PhD employees face at institutions.

H₀ 9 There is no significance difference in the perceptions of local employees and non-local employees regarding the challenges at the institutions.

Table 17 Difference among Challenges Employees face at Institutions on Occupants Basis

Variable	Groups	N	M	SD	df	t-value	sig(p)
Challenges	Local	66	15.57	3.78	103	.414	.680
	Non-Local	39	15.25	3.87			

Table 9 shows that *t* value (.414) with *df* (103) was not significant at *p*=.680. It indicates that local employees (M=15.57,SD=3.78) and non-local employees (M=15.25,SD=3.87) do not differ significantly in challenges. Thus, it was concluded that there is no significant

difference in the challenges of local and non-local employees face at institutions.

H₀ 10 There is no significance difference in the perceptions of employees regarding the challenges at the institutions on age group basis.

Table 15 Difference among Challenges Employees face at Institutions on Age Group Basis

	Sum of Squares	df	Mean Square	F value	p(sig)
Between Groups	272.900	3	90.967	7.463	.000
Within Groups	1231.157	101	12.190		
Total	1504.057	104			

**p*<0.05

Table 4.32 reflects that the F value (7.463) was significant at *p*=.000. It shows that employees belong to different age group differ in their challenges they face at institutions. For in-depth analysis Least Significant Difference (LSD) was used as Post Hoc.

Table 16 Post hoc (LSD) Test

(I) Age	(J) Age	Mean Difference (I-J)	Sig.
Below 30	31-40	1.35281	.080
	41-50	4.15152*	.001
	51-60	-3.97576*	.020
31-40	Below 30	-1.35281	.080
	41-50	2.79870*	.017
	51-60	-5.32857*	.001
41-50	Below 30	-4.15152*	.001
	31-40	-2.79870*	.017
	51-60	-8.12727*	.000
51-60	Below 30	3.97576*	.020
	31-40	5.32857*	.001
	41-50	8.12727*	.000

H₀ 12 There is no significance difference in the perceptions of employees regarding the challenges at the institutions on basis of years of experience.

Table 17 Difference among Challenges Employees face at Institutions on Years of Experience Basis

	Sum of Squares	df	Mean Square	F value	p(sig)
Between Groups	250.716	3	83.572	6.735	.000
Within Groups	1253.341	101	12.409		
Total	1504.057	104			

*p<0.05

Table 4.32 reflects that the F value (6.735) was significant at p=.000. It shows that employees have different years of experience differ in their challenges they face at institutions. For in-depth analysis Least Significant Difference (LSD) was used as Post Hoc.

Table 18 Post hoc (LSD) Test

(I) Years of Experience	(J) Years of Experience	Mean Difference (I-J)	Sig.
Less than 3	4-9	2.20887*	.014
	10-19	3.05351*	.003
	20 and above	-3.26957	.063
4-9	Less than 3	-2.20887*	.014
	10-19	.84465	.322
	20 and above	-5.47843*	.001
10-19	Less than 3	-3.05351*	.003
	4-9	-.84465	.322
	20 and above	-6.32308*	.000
20 and above	Less than 3	3.26957	.063
	4-9	5.47843*	.001
	10-19	6.32308*	.000

H₀ 13 There is no significance difference in the perceptions of employees regarding the challenges at the institutions on the basis of designation.

Table 19 Difference among Challenges Employees face at Institutions on Designation Basis

	Sum of Squares	df	Mean Square	F value	p(sig)
Between Groups	46.210	3	15.403	1.067	.367
Within Groups	1457.848	101	14.434		
Total	1504.057	104			

*p<0.05

Table 4.32 reflects that the F value (1.067) was not significant at p=.367. It shows that employees have different designations such as Lecturer, Assistant Professor, Associate Professor and Professor do not differ in their challenges they face at institutions.

Conclusion

The study concludes the challenges professors/lecturers face in public sector universities of Balochistan. On the origin of findings and discussion, it is established that majority of participants consider that the factors that influence their performance at the institution are the medium of instruction, workload, unconducive working environment and getting panic. According to the higher education commission (HEC), the medium of instruction is English but mostly students feel difficulty to comprehend lectures in English. In addition, the teaching faculty is having similar obstacle to deliver their lectures in the recommended medium as well. The aforementioned table shows that 17.10 and 53.30 percent of the respondents are strongly agree and agree that medium of instruction influences on their performance. Moreover, the workload certainly effect on their performance in these institutions. Proportionately, 34.30 and 36.20 percent respondents are strongly agree and agree that workload declines their productivity because they have additional charges along with teaching, for instance, membership in many statutory bodies of the university, such as board of studies, academic council, finance and planning, syndicate, senate etc. Furthermore, unconducive and stressful environment significantly deteriorates their performance, for example, biases between local and non-local. Despite competency, experience and high qualification, non-local are deprived

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from administrative positions in these institutions.

A great number of the participants that is 37.10 and 57.10 percent had the opinions that lifestyle is different in Balochistan as compared to other provinces, one has to opt the lifestyle of the existing community. Hence, several restrictions and norms can be adopted and practiced. Its culture is mainly tribal and conservative, their dresses and foods are very typical. Law and order situations is another burning issue for government employees in this province, a number of times they have been kidnapped for ransom and in hundreds were shot dead in blasts and firings. The above table shows that 23.80, 27.60 and 6.70 percent participants are neutral, disagree and strongly disagree about the satisfactory law and order situations in their areas. Another big challenge is medical facility in Balochistan, only in the capital city, few hospitals with lack of specialist doctors exist, but the local people who can afford, taking their patients to Karachi, Multan and Lahore for the proper treatment. Among the respondents, 33.30 and 35.20 percent were strongly agreed and agreed that there was a major issue of medical facilities at their work stations. Therefore, medical facility is a great challenge for the employees been working in these institutions. A great number of the respondents stated that lack of recreational places make their lives boring and unexciting for their families. Family parks and public places nearby these institutions are insufficient. Moreover, children education is another major issue in Balochistan, excluding Quetta, to find a standard school elsewhere in this province is not less than a nightmare. Among the respondents, proportionately 40 and 44.8 percent are strongly agree and agree regarding the absence of standard schools

for the children education. In addition, 45.70 and 36.20 percent respondents had the opinion that finding a proper accommodation is a great challenge at the university. Indeed, inside the university premises accommodation facility is insufficient for professors and lecturers. Thus, they mostly live in bachelor lodges or sometimes find rented houses outside the institutions.

Recommendations

It is strongly recommended that workload needs to be equally divided among the faculty members or the HEC designed procedure that is credit hours system shall be followed.

Indeed, unconducive and stressful environment yields fear, insecurity and escalate tension among the members of the organization. Thus, the top management of these institutions is required to adopt humanistic approach and ensure peace and prosperity for their subordinates.

Medical facilities are highly indispensable in the far-flung areas of Balochistan, the local and provincial government should ensure medical facility in these areas.

The government must take prompt action and ensure satisfactory law and order situation in Balochistan province.

It is recommended that proper accommodation need to be provided inside or nearby the university for those employees who belong from other provinces.

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