

IMPROVEMENT OF EMPLOYEE PERFORMANCE THROUGH HRM PRACTICES AMONG HOSPITAL EMPLOYEES IN KARACHI, PAKISTAN

¹Munaza Bibi ²Dr. Rafique Ahmed Khan

ABSTRACT

This paper was intended to find out the influence of Human Resource Management (HRM) practices on employee performance in a public-sector hospital (Dr. Ruth PFau Civil hospital) in Karachi. Primary quantitative data were collected, through an adapted questionnaire, from a sample of 200 employees adopting non-probability convenience sampling technique. Data were analyzed and hypotheses were tested through statistical tools including Pearson's Correlation and Regression analysis, using SPSS version 23, software. Results of the study revealed a positive relationship amongst all variables. Moreover, impact of recruitment and selection, training and development, performance appraisal and compensation is also significant on employee performance. The study findings are considered quite useful in understanding the effectiveness of existing HRM practices and taking steps for further improving employee performance through these HRM practices. Moreover, other hospitals of both public and private sectors may also the results of this study. The study is equally useful for the academia in undertaking further research in related areas of the hospital industry.

Keywords: *Recruitment, Selection, Performance Appraisal, Training, Development, Employee Rewards and Compensation, Employee Performance.*

1. INTRODUCTION

In today's competitive environment, successful implementation of Human Resource Management (HRM) practices is

¹ Ph.D. Scholar, MS Department, Bahria University, Karachi Campus

² Corresponding author and Senior Associate Professor at MS Department, Bahria University Karachi Campus
<rak.bukc@bahria.edu.pk>

critical to mediating employee satisfaction - a psycho emotional state that is a key predictor of employee performance (Abubakar, Elrehail , Alatailat, & Elçi, 2017). Researchers have assumed that HRM practices have direct influence on the performance of an organization (Alnajdawi, Emeagwali, & Elrehail , 2017). Organizations strive for achieving optimum results by maintaining a competitive edge in the relevant industry. For achieving strategic goals of organization, HRM practices play a pivotal role. Through executing different HRM practices, firms continue to keep the employee's attitude positive towards organizational goals (Danish & Usman, 2010; Noe, Hollenbeck, Gerhart, & Wright, 2010). According to Voorde & Beijer (2015), the influence of different HRM practices leads to superior employee performance. Effective application of HRM practices not only helps in retaining talented employees but also leads to attracting the best candidates from the available labor market (Abdallah, Abdallah, Hamzah, 2018). Hence, good practices for managing human resource are a key driver of employee commitment and superior performance (Rafiei & Davari, 2015). Research studies in recent past have looked at HRM from various aspects and improved our understanding about the relationship between HRM and organizational performance (Edgar & Geare, 2009). This cross-sectional study was conducted in 2018.

1.1 Problem Statement

Organizations are facing problems in attracting, developing and retaining competent human resource in the prevalent era of globalization characterized by fast-paced technological and cultural changes. Due to a fast rise in diversity workplace, managing employee performance is becoming more challenging. In the absence of effective implementation of human resource practices, organizations fail to receive desired employee motivation and commitment which ultimately leads to poor results. Therefore, successful organizations realize that a critical factors which directly contribute to both employee performance and organizational performance are the human resource management practices (Al_Qudah, Osman, & Al_Qudah, 2014). Therefore, HRM function is considered a valuable asset that helps in achieving organizational strategic goals and maintain a competitive edge amongst competitors (Nabi, Syduzzaman, & Munir, 2016). This

study examines the influence of human resource management practices on performance of employees working in a Dr. Ruth PFau Civil hospital, Karachi.

1.2 Research Objectives

Following are the objectives of this study:

- To find out the recruitment and selection's impact on employee performance.
- To examine the training & development's impact on employee performance.
- To find out the performance appraisal's impact on employee performance.
- To determine the compensation's impact on employee performance.

1.3 Study Scope and Significance

The scope of this paper is limited to one public sector hospital i.e. Dr. Ruth PFau Civil hospital in Karachi. Only few HRM practices have been examined to find out their impact on employee performance. The study is likely to help hospital administration in understanding the effectiveness of the existing HRM practices and taking appropriate measures to further improve employee commitment and performance. Other hospitals of public and private sectors may also benefit from findings of this study.

2. REVIEW OF LITERATURE

2.1 Significance of HRM Practices

Achieving and maintaining competitive advantage through human resource is a core strategy adopted by almost all leading organizations. HRM practices act as catalyst for maintaining such a winning edge in an organization's respective industry. According to Tan and Nasurdin (2011), HRM practices refer to a set of procedures, methods, and policies dedicated to attracting, advancing, motivating and retaining employees for effective organizational functioning and

success. By adopting these practices, organizations can motivate employees to perform effectively to achieve organizational objectives (Aluwi & Saihani, 2013; Hassan, 2016; Nadarajah, Kadiresan, Kumar, Kamil, & Yusoff, 2012). Human resource management practices include training and development, team development, performance appraisal, compensation, planning of human resources, performance management, socialization, and security of employment, which contribute to productivity improvement, product quality, and flexibility of the firm (Rafiei & Davari, 2015).

Employee performance is measured in terms of end results as well as means to those ends and it is considered the backbone of an organization (Kumari & Singh, 2013). According to Sumarauw, Saerang and Pandowo (2014), employee performance is reflected through employee involvement in organizational work to attain the desired results. Prior studies also found that practices to manage human resource positively influence employee performance in a significant way (Munjuri, 2011; Raza et al., 2017; Sarker, 2017; Shaukat, Ashraf, & Ghafoor, 2015). The ensuing paragraphs contain a brief discussion of HRM practices and employee performance, which is essential for developing research hypotheses.

2.1 Recruitment and Selection

Achievement of organizational objectives is immensely reliant on the performance of employees. Desired employee performance is much dependent on careful implementation of hiring process. To ensure successful hiring, organizations must employ the best recruitment & selection practices. The process of finding and attracting the best candidates from the labor markets is called recruitment; it is followed by the selection process that is facilitated by the administration of various written and practical tests used to measure ability and professional skills of the candidates. Since acquiring, utilizing and retaining individuals is critical to organizational success (Grace, Kahara, & Marie, 2014), efforts are made to hire candidates who are likely to adjust themselves in the organization, perform their job effectively and help the organization in achieving its strategic goals. Hence, an effective hiring process entails identification, attraction, and selection of competent individuals from the available applicants. According to another study, recruitment includes finding

potential applicants for actual or anticipated posts and developing them for meeting expected tasks (Lynch & Smith, 2010). Thus, recruitment is the first stage which continues with the selection and ends with individual placement. Therefore, successful practices of recruitment and selection are crucial for entry of competent human resource in the organization (Babu & Reddy, 2018).

According to Oaya, Ogbu and Remilekun (2017), a good recruitment and selection approach allows an organization to induct suitably qualified employees which further leads to improving performance. Recruitment and selection is considered a major function for the management of HRM which helps in hiring candidates who are equipped with required talent (Saddam & Mansor, 2015). A study conducted by Kepha, Mukulu and Waititu (2014) focused on examining the relationship between recruitment and selection practices and employee performance. The authors found a statistically significant nexus between recruitment and selection and employee performance. Additionally, Sarinah, Gultom and Thabah (2016) and Adebola and Banjo (2017) found significant correlation between recruitment and selection practices and employee performance. Thus, the hypothesis intended for recruitment and selection would be:

H1: *There is a positive influence of recruitment and selection on employee performance.*

2.2 Training and Development

Training and development are aimed at transforming the employees into a productive workforce by acquiring needed skills and developing requisite competencies. Training is an organized activity that enables workers to gain the requisite knowledge and skills to perform assigned tasks effectively and efficiently. Learned skills and competencies contribute to subsequent improvement in behavior and performance; development allows individuals to advance from the present to future state by developing capability, higher-level skills, knowledge, and competencies (Armstrong, 2006). Niazi (2011) asserted that training and development refer to the effort for gaining information, learning skills as well as capabilities required to perform a task. Therefore, training and development are crucial premeditated tools for performance effectiveness. Firms are heavily investing in this

function of HRM to enhance the effectiveness of individuals, groups, & overall organization by gaining a competitive advantage over other competitors.

According to Shafiq and Hamza (2017), training and development leads to better performance and career growth of employees. Thus, a skilled workforce renders superior performance as compared to unskilled workforces. In addition, Atan, Raghavan and Mahmood (2015) conducted a study on influence of training on employee performance in Malaysia and found a significant positive relationship between the two variables. Besides, Asfaw, Argaw and Bayissa (2015) conducted a study to ascertain the influence of training and development on employee performance and effectiveness. They revealed that training and development has a positive as well as a significant relationship with employee performance. Numerous other studies have found a positive effect of training and development on employee performance (Imran & Tanveer, 2015; Sanyal & Hisam, 2018; Setyawaty, Kartini, Sulaeman, & Joelyati, 2017). Thus, the subsequent hypothesis is anticipated:

H2: *There is a positive influence of training and development on employee performance.*

2.3 Performance Appraisal

A perceived degree to which fair and exact assessment of the performance of various employees is called performance appraisal. Moreover, it assesses how well & how far workers are carrying out their work in a specified time and it leads to enhanced employee performance and organizational effectiveness (Ali & Opatha, 2008). According to Cappelli and Conyon (2017), the process through which managers evaluate the performance of their subordinates and assign rewards based on that assessment is referred to as performance appraisal. Performance appraisal is a basic assessment tool that helps in career planning, career development and succession planning. Through critical evaluation, managers determine the necessity for employee motivation, training, development and rewards (Gichuhi, Abaja, & Ochieng, 2013). It is essential to develop a systematic approach for employee performance evaluation for effective management as it helps to develop individuals which ultimately leads to improved organizational & employee performance and to foster

positive relationship between management and human resource (Ahmed, Sultana, Paul, & Azeem, 2013).

Khan, Khan and Khan (2017) specified a substantial association between performance appraisal and employee performance. Ehsan (2018) also indicated a significant association between performance appraisal & employee performance. Mwema and Gachunga (2014) found a significant effect of performance appraisal on employee productivity. Thus, the subsequent hypothesis is projected:

H3: *There is a positive influence of performance appraisal on employee performance.*

2.4 Employee Compensation

All types of reimbursements going to employees while ascending from their employment and performance are defined as employee compensation. The Core components of compensation containing wages, inducements, commissions, and bonuses are called financial payments while indirect financial payments include insurance paid by employer and vacations. Hence, compensations to employees are based on time or increments based on performance (Dessler, 2013). Provision of compensation is an important segment and indeed the execution of human resource management practices. Compensation is linked with all types of rewards giving to them as an exchange for performing tasks and achieving goals of the organization (Widagdo, Widodo & Samosir, 2018; Mohamad, Yahya, Ishak & Nordin, 2016).

Compensation occupies a significant place in employee life and is also known as employee remuneration. Provisions granted to them through the compensation system can influence the morale and performance of employees. Hence, well-compensated employees generally show a noteworthy performance (Qureshi & Sajjad, 2015). Okwudili and Ogbu (2017) elucidated the influence of compensation on employee performance. They indicated that direct & indirect compensation is related significantly to employee performance. A number of studies specified a positive effect of compensation on performance of employee (Hameed, Ramzan, Zubair, Ali, & Arslan, 2014; Syahreza, Lumbanraja, Dalimunthe & Absah, 2017). Thus, the succeeding hypothesis is anticipated:

H4: *There is a positive influence of compensation on employee performance.*

3. RESEARCH METHODOLOGY

The study is explanatory in nature and is based on primary quantitative data (Sekaran & Bougie, 2010). In this study, the population is comprised of 417 employees working in a public hospital in Karachi with a sample of 220 employees. Out of 220 questionnaires distributed for data collection, only 200 were received in complete form. For this survey, convenience (non-probability) sampling method was utilized. The purpose was to approach respondents at their convenience and availability (Taherdoost, 2016). The data were collected through an adopted questionnaire by Mohammad, Osman and Edris (2014) and Tabouli, Habtoor and Nashief (2016). The questionnaire contains 23 items based on a Likert scale (five-point from Strongly Disagree =1 to Strongly Agree =5) and is attached as Annexure A. Statistical tools including Pearson's Correlation & Regression analysis were employed for examining the relationship among variables and testing hypotheses, using SPSS version 23 software.

4. RESULTS

4.1 Descriptive & Reliability Statistics

Table 1: Descriptive & Reliability Statistics

	Mean	Std. Dev	Cronbach Alpha	Items
Recruitment & Selection	3.51	.558	.732	4
Training and development	3.65	.555	.798	5
Performance Appraisal	3.62	.705	.734	4
Compensation	3.64	.730	.872	5
Employee performance	3.47	.649	.779	5

Table 1 indicates highest mean value ($\alpha = 0.798$, Mean = 3.65, Std. Dev = 0.55) for training & development and lowest mean value for employee performance ($\alpha = 0.779$, Mean = 3.47, Std. Dev = 0.64). The Cronbach alpha of all constructs is greater than 0.70, indicating acceptable internal consistency (Taber, 2017).

4.2 Pearson's Correlation

Table 2: Correlation Results

	EP	R&S	T&D	PA	C
Employee performance(EP)	1				
Recruitment & Selection (R&S)	.681*	1			
Training & Development (T&D)	.584*	.562**	1		
Performance Appraisal (PA)	.589*	.469**	.095	1	
Compensation (C)	.433*	.453**	.196*	.806*	1

****.** Correlation is significant at the 0.01 level (2-tailed).

Table 2 specifies positive relationship between employee performance and recruitment & selection ($r = .681$), training & development ($r = .584$), performance appraisal ($r = .589$) & compensation ($r = .433$). Correlation between HRM practices and employee performance is statistically important as value of p is less than < 0.01 .

4.3 Regression Analysis

Table 3: Regression Analysis Results

Model 1	B	t	Sig.
Recruitment & Selection	.303	4.70	.000
Training & Development	.508	8.77	.000
Performance Appraisal	.631	9.74	.000
Employee Compensation	.287	4.74	.000

Dependent variable: Employee Performance. $R = .834$, $R^2 = .696$, $F = 111.563$, $p = 0.000$.

Table 3 displays that value of R is .834 which specifies a high degree of association between variables. The value of R square (69.6 %) displays that the total variation in the employee performance has been explained by recruitment & selection, training & development, performance appraisal, and compensation. In addition, recruitment & selection has positive and significant influence on employee performance ($\beta = .303$, $p < .05$). Similarly, training & development has a statistically significant and positive effect on employee performance ($\beta = .508$, $p < .05$). In addition, performance appraisal has a significantly positive influence on employee performance ($\beta = .631$, $p < .05$) and compensation also has a significantly positive influence on employee performance ($\beta = .287$, $p < .05$).

5. DISCUSSION

The present study focuses on ascertaining the influence of a specific group of HRM practices on employee performance. The first HRM practice examined in research is recruitment & selection whose effect on employee performance is significant as the value of p is $< .05$. The outcome of the study is in accordance with the studies undertaken by Adebola and Banjo (2017) and Kepha et al. (2014). Hence, recruitment and selection process is perceived as fair and merit-based which helps the hospital to select the best amongst applicants; it ultimately leads to superior employee performance (Oaya et al., 2017).

Besides, training and development is the second factor of human resource practices inspected in this study. The result of the study reveals a significant influence of training and development on employee performance as ($p\text{-value} = < .05$). The result is in accord with the studies of (Asfaw et al., 2015; Atan et al., 2015; Imran & Tanveer, 2015; Sanyal & Hisam, 2018; Setyawaty et al., 2017). Therefore, training and development lead to enhanced employee performance (Shafiq & Hamza, 2017).

Performance appraisal is the third factor of human resource practices examined in this study. Results indicate that there is a significant influence of performance appraisal on employee performance as $p\text{-value}$ is $< .05$. The result is consistent with the studies conducted by (Ehsan, 2018; Khan et al., 2017; Mwema &

Gachunga, 2014). The result is also matching with the research of Ahmed et al. (2013), which has proved that performance appraisal leads to improvement in organizational and employee performance through fostering positive association between management and human resource.

The fourth factor of human resource practices is employee compensation, considered in this study. The outcome of the study specifies a significant effect of compensation on employee performance as $p\text{-value} = < .05$), although scores are far below than those of the other variables. The result is in accordance with the studies conducted by (Hameed et al., 2014; Okwudili & Ogbu, 2017; Syahreza et al., 2017). The findings are also in agreement with the research of Qureshi and Sajjad (2015) that compensation occupies a significant place in employee life and it leads to influencing employee morale and performance in the organization.

6. CONCLUSION AND RECOMMENDATIONS

This study examined the influence of HRM practices on employee performance in the public hospital of Karachi. The salient HRM practices considered for the study included recruitment and selection, training and development performance appraisal and employee compensation; it has been found that these practices have a significant positive impact, although with varying degree. Out of the four variables, training and development and performance appraisal have been rated higher than the remaining two variables. Employees perceive that compensation of medical professionals and other supporting staff is below market trends and recruitment and selection process is also not so effective. It is recommended that the management of the hospital should review its existing practices and pay more attention to recruitment and selection and employee compensation. For better employee satisfaction and superior healthcare services, the hospital should ensure that all HRM practices are matching with those of other competitors. In this regard, the input of senior employees is likely to be helpful.

7. SUGGESTIONS FOR FUTURE RESEARCH

Due to the scarcity of time and other resources, this research was limited to only one public sector hospital in Karachi. Besides, only four aspects of human resource management practices were examined. Future researchers may undertake a similar study in other public and private sector hospitals to get a holistic view regarding HRM practices and employee performance. Future studies may examine the other dimensions of HRM practices.

REFERENCES

- Abdallah T., Abdallah K. A., Hamzah E. (2018). HRM practices and the multifaceted nature of organization performance: The mediation effect of organizational citizenship behavior, *EuroMed Journal of Business*, Volume: 13(3), 315-334 (<https://doi.org/10.1108/EMJB-02-2018-0010>)
- Abubakar, A. M., Elrehail, H., Alatailat, M. A., & Elçi, A.(2017). Knowledge management, decision-making style and organizational performance, *Journal of Innovation & Knowledge*, 54, 1-15, <https://doi: 10.1016/j.jik.2017.07.003>.
- Adebola, B. Y., & Banjo, A. K. (2017). Recruitment and selection procedures and their relative effectiveness on employees' performance in the hospitality industry in Ogun state. *International Journal of the Guild of Contemporary Academic Researchers*, 2(2), 55–62.
- Ahmed, I., Sultana, I., Paul, S. K., & Azeem, A. (2013). Employee performance evaluation: A fuzzy approach. *International Journal of Productivity and Performance Management*, 62(7), 718–734.
- Ali, M. H., & Opatha, H. (2008). Performance appraisal system and business performance: An empirical study in Sri Lankan apparel industry. *Sri Lankan Journal of Human Resource Management*, 2(1), 74–90.
- Alnajdawi, S., Emeagwali, O.L. and Elrehail, H. (2017). The Interplay among green human resource practices, organization citizenship behavior for environment and sustainable corporate performance: evidence from Jordan", *Journal of Environmental Accounting and Management*, Vol. 5 No. 3, pp. 169-182, doi: 10.5890/JEAM.2017.9.001.
- Al_Qudah, H. M. A., Osman, D. A., & Al_Qudah, H. M. (2014). The effect of human resources management practices on employee performance. *International Journal of Scientist and Technical Research*, 3(9), 129–134.
- Aluwi, A. H., & Saihani, S. B. (2013). Human resource management practices and employment experience of Malaysian employees in New Zealand. *Procedia - Social and Behavioral Sciences*, 107, 43–51.

- Armstrong, M. (2006). *A handbook of human resource management practice* (10th Ed). London; Philadelphia: Kogan Page.
- Asfaw, A. M., Argaw, M. D., & Bayissa, L. (2015). The impact of training and development on employee performance and effectiveness: A case study of district five administration office, Bole Sub-City, Addis Ababa, Ethiopia. *Journal of Human Resource and Sustainability Studies*, 03(04), 188–202.
- Atan, J. Bin, Raghavan, S., & Mahmood, N. H. N. (2015). Impact of training on employees' job performance: A case study of Malaysian small medium enterprise. *Review of Management*, 5(1/2), 40.
- Babu, N. V., & Reddy, D. Rr. (2018). A study on the recruitment & selection process in the sugar industry Chittoor District, Andhra Pradesh, India. *PARIPEX - Indian Journal of Research*, 7(4), 266–269.
- Cappelli, P., & Conyon, M. J. (2017). What do performance appraisals do? *ILR Review*, 71(1), 88–116.
- Danish, R. Q., & Usman, A. (2010). Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International Journal of Business and Management*, 5(2).
- Dessler, G. (2013). *Human Resource Management* (13th Ed). Boston: Prentice Hall.
- Edgar, F. and Geare, A. (2009). Inside the 'black box' and 'HRM', *International Journal of Manpower*, Vol. 30 No. 3, pp. 220-236, doi: 10.1108/01437720910956736.
- Ehsan, H. (2018). Impact of performance appraisal, work design and compensation on employee performance: A Study of Telecom Sector. *Journal of Global Economics*, 6(3), 1–9.
- Gichuhi, A. W., Abaja, P. O., & Ochieng, D. I. (2013). Effect of performance appraisal on employee productivity: A case study of supermarkets in Nakuru Town, Kenya. *Asian Journal of Business and Management Sciences*, 2(11), 42–58.
- Grace, K., Kahara, G., & Marie, J. V. (2014). An analysis of the effect of employee recruitment strategies on employee retention at Equity Bank, Kenya. *European Journal of Business and Management*, 6(17), 225–240.
- Hameed, M. A., Ramzan, M., Zubair, H. M. K., Ali, G., & Arslan, M. (2014). Impact of compensation on employee performance

- (Empirical Evidence from Banking Sector of Pakistan). *International Journal of Business and Social Science*, 5(2), 302–309.
- Hassan, S. (2016). Impact of HRM practices on employee's performance. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6(1), 15–22.
- Imran, M., & Tanveer, A. (2015). Impact of Training & development on employees' performance in banks of Pakistan. *European Journal of Training and Development Studies*, 3(1), 22–44.
- Kepha, O., & Mukulu, E. (2012). The influence of recruitment and selection on the performance of employees in research institutes in Kenya. *International Journal of Science and Research*, 3(5), 132–138.
- Khan, Z., Khan, A. S., & Khan, I. (2017). Impact of performance appraisal on employee's performance including the moderating role of motivation: A survey of commercial banks in Dera Ismail Khan, Khyber Pakhtunkhwa, Pakistan. *Universal Journal of Industrial & Business Management*, 5(1), 1-9.
- Kumari, N., & Singh, D. (2013). Impact of organizational culture on employee performance. *PRABANDHAN: Indian Journal of Management*, 11(6), 168–175. <https://doi.org/10.17010/Pijom/2018/V11i6/128442>
- Lynch, S., & Smith, K. (2010). The dilemma of judging unpaid workers. *Personnel Review*, 39(1), 80–95. <https://doi.org/10.1108/00483481011007878>
- Mohammad A, H., Osman, D. A., Edris, M. H. (2014). The effect of human resources management practices on employee performance. *International Journal of Scientific & Technology Research*, 3(9), 129-134.
- Mohamad, M. H., Yahya, K. K., Ishak, S., & Nordin, R. (2016). The influence of compensation practice on performance of enforcement employees. *Journal of Global Business and Social Entrepreneurship*, 1(2), 39–45.
- Munjuri, M. G. (2011). The effect of human resource management practices in enhancing employee performance in Catholic Institutions of Higher Learning in Kenya. *International Journal of Business Administration*, 2(4), 189–224. <https://doi.org/10.5430/ljba.V2n4p189>

- Mwema, N. W., & Gachunga, D. H. G. (2014). The influence of performance appraisal on employee productivity in organizations: A case study of selected who offices in East Africa. *International Journal of Social Sciences and Entrepreneurship*, 1(11), 1–13.
- Nabi, M. N., Syduzzaman, M., & Munir, M. S. (2016). The Impact of human resource management practices on job performances: A case study of dhaka bank pvt. ltd., bangladesh. *Human Resource Management Research*, 6(2), 45–54.
- Nadarajah, S., Kadiresan, V., Kumar, R., Kamil, N. N. A., & Yusoff, Y. M. (2012). The relationship of hr. practices and job performance of academicians towards career development in Malaysian private higher institutions. *Procedia - Social and Behavioral Sciences*, 57, 102–118. <https://doi.org/10.1016/J.Sbspro.2012.09.1163>.
- Niazi, A. S. (2011). Training and development strategy and its role in organizational performance. *Journal of Public Administration and Governance*, 1(2), 42–57. <https://doi.org/10.5296/Jpag.V1i2.862>
- Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2010). *Human Resource Management: Gaining A Competitive Advantage*. McGraw-Hill, New York.
- Oaya, Z. C. T., Ogbu, J., & Remilekun, G. (2017). Impact of recruitment and selection strategy on employees' performance: A study of three selected manufacturing companies in Nigeria. *International Journal of Innovation and Economic Development*, 3(3), 32–42.
- Okwudili, B., & Ogbu, E. F. (2017). The effect of compensation on employee performance in Nigeria civil service: A study of rivers state board of internal revenue service. *Journal of Strategic Human Resource Management*, 6(2) 8-16.
- Qureshi, M. O., & Sajjad, S. R. (2015). An empirical analysis of the impact of compensation on job performance and work-family conflict in the kingdom of Saudi Arabia- "a correlation model." *European Scientific Journal*, 11(4), 170–187.
- Rafiei, N., & Davari, F. (2015). The role of human resources management on enhancing the teaching skills of faculty members. *Materia Socio-Medica*, 27(1), 35–38.
- Raza, S., Kanwal, R., Asim, M., Sarfraz, U., Khushtaba, & Zahra, M. (2017). The relationship between hrm practice, workplace

- communication and job performance of service industries employees in Vehari, Pakistan. *International Journal of Information, Business, and Management*, 9(2), 126–144.
- Saddam, A. K., & Mansor, N. N. Abu. (2015). The role of recruitment and selection practices in the organizational performance of Iraqi oil and gas sector: A brief literature review. *Review of European Studies*, 7(11).
- Sanyal, S., & Hisam, M. (2018). Impact of training and development on the performance of employees : A comparative study on select banks in Sultanate of Oman. *International Journal of Scientific Research and Management*, 6(03), 191–198.
- Sarinah, S., Gultom, R. S., & Thabah, A. A. (2016). The effect of recruitment and employee selection on employee placement and its impacts towards employee performance at Pt Sriwijaya Air. *Journal Manajemen Transportasi Dan Logistik*, 3(1), 1–10.
- Sarker, A. S. (2017). Human resource management practices and employee performance in the banking sector of Bangladesh. *Journal of Human Resource Management*, 20 (1), 68-80.
- Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach* (5th ed.). West Sussex, UK: John Wiley & Sons Ltd.
- Setyawaty, A., Kartini, D., Sulaeman, M. K., & Joelyati. (2017). Employee performance affected by training and development, self-efficacy and organization culture through members of employees of organization members on ground handling services company in the Hub Airport Java Island. *South East Asia Journal of Contemporary Business, Economics, and Law*, 13(2), 78–86.
- Shafiq, S., & Hamza, S. M. (2017). the effect of training and development on employee performance in private company, Malaysia. *International Journal of Education, Learning and Training*, 2(2), 42-56.
- Shaukat, M. H., Ashraf, M. N., & Ghafoor, S. (2015). *Impact of Human Resource Management Practices on Employees Performance*, 10.
- Sumarauw, B., Saerang, D. P. E., & Pandowo, M. (2014). Analysis of the influence of organizational culture: power distance, individualism and masculinity to employee performance at Pt. Freeport Indonesia. *Journal EMBA*, 2(2), 1550–1558.

- Syahreza, D. S., Lumbanraja, P., Dalimunthe, R. F., & Absah, Y. (2017). Compensation, employee performance, and mediating role of retention: A study of differential semantic scales. *European Research Studies Journal*, 20 (4a), 151–159.
- Taber, K. S. (2017). The use of Cronbach's alpha when developing and reporting research instruments in science education. *Research in Science Education*, 1–24.
- Tabouli, E. M. A., Habtoor, N. A., & Nashief S., M. (2016). The impact of human resources management on employee performance: organizational commitment mediator variable. *Asian Social Science*, 12(9), 176–192.
- Taherdoost, H. (2016). Sampling methods in research methodology; how to choose a sampling technique for research. *International Journal of Academic Research in Management*, 5(2), 18–27.
- Tan, C. L., & Nasurdin, A. M. (2011). Human resource management practices and organizational innovation: assessing the mediating role of knowledge management effectiveness. *The Electronic Journal of Knowledge Management*, 9(2), 155–167.
- Voorde, K. Van De, & Beijer, S. E. (2015). The role of employee HR attributions in relationship between high-performance work systems and employee outcomes. *Human Resource Management Journal*, 25(1), 62–78.
- Widagdo, A., Widodo, D. S., & Samosir, P. S. (2018). Effect of compensation and motivation to employee performance through commitment. *Scholars Journal of Economics, Business, and Management*, 7.

Research Survey Questionnaire

Dear Respondent:

I am conducting research on the topic "Improvement of Employee Performance through HRM Practices among Hospital Employees in Karachi, Pakistan". Your response will be having great value for the completion of this study. The collected data shall not be disclosed to any unauthorized person and shall only be used for research purposes. Kindly answer the following questions; your support will be highly respected.

D. Demographic Details:

Gender: 1. Male 2. Female

Age: 1. Under 30 2. 30-39 3. 40-49 4. Above 49

Designation: _____

Department: _____

Kindly encircle only one choice according to your experience. 1: Strongly Disagree (SD), 2: Disagree (D), 3: Neutral (N), 4: Agree (A), 5: Strongly Agree (SA).

S. N o	Items	SS D (1)	D D(2)	N N (3)	AA (4)	S S A (5)
Recruitment & Selection						
1	My hospital widely disseminates information about external and internal recruitment processes.	1	2	3	4	5
2	The job description is clearly specifying the responsibilities to perform.	1	2	3	4	5
3	Doctors & other staff are interviewed before joining the hospital.	1	2	3	4	5

4	At the end of the selection process, the hospital communicates the performance outcomes to candidates.	1	2	3	4	5
Training & development						
5	Training needs assessment is recognized periodically.	1	2	3	4	5
6	Employees have training & development sessions regarding new machines & interventions.	1	2	3	4	5
7	Training is evaluated at the end of the session.	1	2	3	4	5
8	The hospital allows you to apply the knowledge & skills after a training session.	1	2	3	4	5
9	Training & development contributes towards improving quality of employee performance.	1	2	3	4	5
Performance Appraisal						
10	Hospital discusses criteria of performance appraisal as well as results with its employees.	1	2	3	4	5
11	Performance appraisal identifies the area for further improvement & development.	1	2	3	4	5
12	Performance appraisal is the basis for decisions regarding promotions and salary increments.	1	2	3	4	5

13	My hospital conducts a performance appraisal periodically.	1	2	3	4	5
Compensation						
14	Hospital compensates its employees compatible with market offerings.	1	2	3	4	5
15	Employee's expectations & suggestions are considered when designing a compensation plan.	1	2	3	4	5
16	The decision about compensation is associated with the competencies and abilities of the employee	1	2	3	4	5
17	My current salary meets my criterion & experience.	1	2	3	4	5
18	Hospital is keen on providing additional compensations to motivate employees to perform an additional task.	1	2	3	4	5
Employee Performance						
19	I feel dedicated to taking responsibility to handle the emergencies.	1	2	3	4	5
20	I apply the essential skills and technical knowledge to perform the work competently.	1	2	3	4	5
21	I perform my work according to hospital policies & procedures.	1	2	3	4	5

22 2	The hospital gives an opportunity to put forward ideas and solutions related to work problems.	1	2	3	4	5
22 3	I can manage changes quickly in the working environment for the fast delivery of services.	1	2	3	4	5

Thank you