



The Impact of Human Resource Practices on The Employee Performance in The Private General Hospitals of Karachi

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ARTICLE INFO

*HR Practices
Training and
development
employee
performance,
employee
empowerment,
and employee
compensation.*

ABSTRACT

The focus of the current study was on Karachi's general hospitals, which sought to determine the impact of human resource practices on employee performance. The respondents to this survey were healthcare workers, doctors, and other healthcare professionals. During this research study, the following dimensions of human resource practices were measured: training and development, employee performance, employee empowerment, and employee compensation. A 5-point Likert scale was used to measure the responses. The sample size was 120, which was entirely based on the healthcare workers in the hospitals of Karachi. The questionnaires were personally administrated, and simultaneously the data was also collected by the online data collection method. Further, IBM SPSS was used to analyze the data. The findings indicate that hospitals that implement and use human resource practices within their facilities were more likely to have more employees with higher performance than hospitals that did not implement such practices. This contrasts with employees who worked for organizations that did not implement such practices

1. Introduction

Human Resources can be defined as “the group of individuals who make up the workforce of an organization, business sector, industry, or economy. Human Resource Management involves recruiting, hiring, deploying, and managing the employees of an organization. The common six functions of HR are recruitment, workplace safety, employee relations, compensation planning, labor law compliance, and training. It is critical in today's competitive environment for organizations to successfully implement Human Resource Management (HRM) practices to mediate employee satisfaction, which is a psycho-emotional state that is a significant predictor of employee performance.

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Received: 23rd December 2022

Received in revised form: 9th August 2023

Accepted: 11th August 2023

The material presented by the authors does not necessarily represent the viewpoint of the editor(s) and the management of the Khadim Ali Shah Bukhari Institute of Technology (KASBIT) as well as the authors' institute.

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HR practices according to researchers, have a direct impact on the performance of an organization (Alrifae et al., 2021; West et al., 2011). HR practices include Organizations striving to achieve the best possible results while maintaining a competitive advantage in their respective industries. HR practices are critical for the achievement of strategic goals for the organization. Firms can maintain a positive attitude among their employees toward

the achievement of organizational goals by implementing various human resource management practices. Employee and organizational performance is improved as a result of the impact of various HR practices in the hospital sector (Jankelová, 2021; Khan & Abdullah, 2019). Nevertheless, if organizations utilize HR practices in a well-efficient manner, not only helps in the retention of talented employees, but this approach also helps in the attraction of the most qualified candidates (Carnevale & Hatak, 2020; Collins, 2021). Because of the rapid increase in diversity in the workplace, managing employee performance is becoming more difficult (Albrecht et al., 2015; Carnevale & Hatak, 2020; Cheruiyot & Maru, 2014). Organizations that fail to implement effective human resource practices fail to achieve the desired levels of employee motivation and commitment, which ultimately results in poor performance.

As a result, successful organizations recognize that among the potential elements that directly influence both employee performance and organizational performance is the human resource management practices that are in place (Kloutsiniotis & Mihail, 2017; Luu, 2021; Zagenczyk et al., 2021). Consequently, the human resource's function is regarded as an important asset that contributes to the achievement of organizational strategic goals and the preservation of a competitive advantage over competitors (Jahanzeb et al., 2021; Kundi et al., 2020). By looking at the present-day rapid transforming and competitive business paradigms, organizations, particularly those which are serving as service industries must guarantee that firm resources are utilized to their fullest potential to achieve a competitive advantage for the organizational long-term survival.

Many previous pieces of research have demonstrated that organizations can achieve and maintain a competitive advantage through internal resource management that is non-replaceable, rare, valuable, and one-of-a-kind. The performance of employees and organizations is frequently investigated, whereas the performance of teams and the performance of patients is only infrequently investigated.

Most of the studies report that in one way or another, HR practices interventions have a significant impact on organizations. Given that researchers have investigated a diverse range of (bundled) interventions and outcomes, Human resource management has evolved as a result of the timely implementation of policies that collect dust to practices and draw significant outcomes in terms of employee productivity and organizational success (Aboramadan & Karatepe, 2021; Hameed et al., 2020). Practices have the potential to increase organizational flexibility, competitiveness, and competency by capacity building thus making a more competitive market position. (Amjad et al., 2021; Boselie et al., 2007; Z. Liu et al., 2021). This is accomplished through the implementation of policies and practices that are focused firstly on the recruitment of the desired employees and then inducing value-added efforts in terms of training and development to enhance the skill level among skilled employees within the organization's resource bundle (Z. Liu et al., 2021).

1.1. Background of the study

Organizations generally design training and development programs for their employees to develop a specific subset of skills and expertise in each area. A variety of approaches are used to achieve this goal, including on-the-job training, rotational work assignments, coaching and mentorship programs, case studies, in-basket training, and other practices. These practices among all can help to improve



employees' overall knowledge, skills, experience, abilities, and motivation (Amjad et al., 2021; Hameed et al., 2020; Liu et al., 2021). In most cases, effective people-oriented management is comprised of seven dimensions, each of which has been shown to lead to significant increases in profit margins. A few of the advantages include job security, extensive training programs, hiring, autonomous teams, compensation based on organizational performance, and extensive information sharing, among others. Due to today's rapidly transforming and competitive business environment, organizations, particularly those in the service industry, must ensure that their resources are utilized to their fullest potential for their advantage; this is a requirement for organizational survival (Flores et al., 2020; Mousa & Othman, 2020). As a result, human resources management has evolved from policies that sit on the shelf to practices that have a direct impact on the organization's bottom line. Organizational performance can be strengthened and policies and practices can be imitated by combining the historical sensitivity of human resources with the social complex that an organization contains (Azeem et al., 2021; Ciampa et al., 2021; De Clercq & Belausteguigoitia, 2020). Human resources that are historically sensitive, as well as the social complex of policies and practices that surround them, have the potential to consolidate organizational performance and create a competitive advantage among competitors (Manzoor et al., 2019; Visconti & Morea, 2020). It is defined as the discomfort that a person experiences because of their current job situation (also known as occupational stress). In most cases, it occurs because of a misalignment between job demands and psychological assets. Human resource management policies and strategies must now be aligned with business strategies for an organization to be successful. More effective and efficient corporate performance is dependent on an organization's ability to successfully utilize its resources and competencies to establish and maintain a competitive position both locally and globally, as well as internally within the organization. It is necessary to achieve the following outcomes through the implementation of human resource management policies, managerial implication, mentoring, compensations, teamwork, commitment, employee motivation, employee satisfaction, training and development programs, and employee retention. Work design, participation and involvement, employment security, communication, and employment compensation policies must be developed and implemented by human resource management specialists with input from employees working in general hospitals. Human resource management specialists must work with employees working in general hospitals to develop and implement these practices.

1.3 Problem statement

Creating, achieving, and finally maintaining of competitive advantage by inducing human resource management is a core strategy that almost all leading organizations either (service or manufacturing) have implemented. Human resource management practices catalyze maintaining such a competitive advantage in a company's respective industries. HR practices in any organization ensure that employees are satisfied, and their needs are fulfilled which leads to enhancement of the performance of employees. But unfortunately, there are a lot of hospitals in Karachi where HR practices are not followed properly. The study aims to seek the cause of the non-implementation of HR practices in hospitals. Moreover, the research intends to cover the potential aspects of Human resource practices in terms of organizational performance which can induce incremental positive impacts on the employees in the general hospitals of Karachi.

1.4 Aims and Objectives

The aim and objectives of this study are to complete the investigation and meet the research piece's requirements. The purpose of this research is to gather information from people to investigate the impact of HR practices on employee performance in private general hospitals in Karachi. Many aspects influence employee performance, including proper recruitment, suitable working conditions,



compensation/benefits, the onboarding process, the availability of access to knowledge and resources, employment stability, retention, as well as coaching and growth opportunities. However, other measures can be implemented to boost employee performance. The following are the research aims and objectives, which will assist it to achieve its goal:

- To study the impact of fair recruitment policy on employee performance
- To study the impact of working conditions/environment on employee performance
- To study the impact of giving knowledge and training on employee performance
- The link between compensation and benefit to employee performance in Hospitals

2. Literature review

To achieve a long-term competitive advantage in the market, organizations devote significant time and resources to maintaining and developing the best practical HR practices within their organizations. Human resource management strategies catalyze retaining such a competitive advantage in a company's specific industry. Human resource management practices are a collection of procedures, strategies, and policies that are aimed at recruiting, selecting motivating, and retaining personnel to ensure the successful functioning and success of a business. Organizations can drive people to perform at their highest levels to achieve organizational objectives by implementing these methods (Alfes et al., 2013).

2.1 Employee training and development

Team development measures, training, and development of employees, performance and compensation appraisal, strategic HR planning, job security, and performance management are all examples of human resource management practices which directly add value in terms of competitive advantage, productivity, and efficiency of the organization (Van Beurden et al., 2020; Wang et al., 2020). It is the goal of training and development to transform individuals into productive members of the workforce by equipping them with potential competencies and skills. Learning and development is an organized activity that allows employees to learn the information and skills they need to accomplish their given responsibilities effectively and efficiently (Alfes et al., 2013; Bowen & Ostroff, 2004; He et al., 2021).

Developing capability, higher-level skills, knowledge, and competencies allows individuals to progress from their current state to a future state; learning, on the other hand, allows individuals to improve performance because of their newly learned information and abilities. Training and development refer to the efforts made to collect information, learn skills, and develop the capabilities necessary to do a task (Cañibano, 2013; Luu, 2020). As a result, training and development are critical strategic tools for increasing the efficacy of performance. To elevate employee performance, groups, and the larger organization to get a competitive advantage in the marketplace, firms are heavily investing in this function of HR practices which includes training, development, and retention (Karacay et al., 2022; Khoreva & Wechsler, 2018).

Training and development, contribute to improved performance and career advancement for people in the workplace, as a result, trained labor outperforms an unskilled workforce in terms of productivity (Gupta, 2019; Y. Liu et al., 2021). Many other research paradigms have measured the influence of T & D on employee performance and effectiveness to make recommendations. According to the data, training, and development are positively associated with employee performance and are statistically significant (Mothe & Nguyen-Thi, 2021; Visconti & Morea, 2020). Numerous studies have found that



training and development positively impact employee performance (Abualoush et al., 2018; Yuniati et al., 2021). Employee performance is represented in the degree to which employees participate in organizational activities to achieve the intended goals. Prior research has also discovered that techniques for managing human resources have a positive impact on employee performance in a statistically meaningful way. Academicians, researchers, and policymakers have done several studies on the relevant topic over a period spanning several decades. Numerous studies have demonstrated that human resource management strategies and job satisfaction elements play an important influence in the evaluation of employee performance (Abdurakhmanova et al., 2020; Veth et al., 2017).

There is a high probability that employees view their employer as fair and supportive, especially regarding the availability and frequency of advancement possibilities, acceptable salary, and effective supervision. This is likely to stimulate them to reciprocate by increasing their loyalty to the organization and lowering turnover rates.

To sustain high levels of performance, all current organizations demand employees with a wide range of knowledge and abilities. Even though, intense competition in a variety of markets, makes the hiring of dedicated employees a necessity (Flores et al., 2020; Mousa & Othman, 2020; Visconti & Morea, 2020).

2.2 Employee Compensation

Financial payments refer to the basic components of remuneration, which include salary, inducements, commissions, and bonuses, whereas indirect financial payments refer to perks such as insurance coverage provided by the employer and vacation time earned by the employee. In the context of employee pay, all forms of reimbursements paid to employees as a result of their employment and performance are included, as are any future reimbursements are considered as compensation. (Gupta, 2019; Y. Liu et al., 2021). As a result, compensation for employees might be based on increments or performance-based increments. Providing compensation is just one part of what this industry does; it also implements HRM practices. A compensation package may consist of a variety of advantages that are provided to employees in exchange for performing duties and assisting the company in achieving its objectives (Mousa & Othman, 2020; Visconti & Morea, 2020). To demonstrate the existing study paradigms, the following conceptual framework has been developed in response to the research gap identified.

2.3 Employee Empowerment

Employee empowerment is a critical factor in the success of businesses in this environment. Employees' trust, commitment, and productivity are all increased as a result of empowerment (Dousin, Collins, & Keller, 2021; Dousin, Collins, Bartram, et al., 2021). Employee participation in decision-making, as well as the invention and implementation of innovative ideas, are all supported by empowerment policies and practices. As a result, it has been stated that employee empowerment serves as a guideline that aids in the effectiveness, productivity, and overall employee satisfaction to perform a job (Bulger et al., 2007; Pai et al., 2021). Employees can be encouraged to develop their competencies and capabilities by taking on additional responsibilities. Employee empowerment is concerned with the sharing of power and responsibility as well as the elicitation of commitment from an organization's workforce. Employees who are committed and loyal achieve organizational goals and are more productive, as well as have a higher sense of responsibility and satisfaction at their jobs (Kniffin et al., 2021; McCloskey & Igbaria, 2003).



Organizations with committed employees have low labor turnover, as well as people who are satisfied and highly motivated in their jobs. Hence management plays an important role in it. by encouraging employee participation in meetings because the employee will have a better understanding of the issues that the organization is experiencing at the time of the meeting. When compared to other organizations, local government organizations report a greater degree of relationship between work satisfaction and the application of specific human resource practices as compared to other organizations (Brochard & Letablier, 2017; Cooper & Townsend, 2017; Crompton & Lyonette, 2006). When employees are satisfied with their jobs, their positive attitudes about their jobs are exhibited, but when employees are unsatisfied with their jobs, their negative attitudes toward their jobs are demonstrated. (Barnard et al., 2006; Gribben & Semple, 2021). A thorough analysis of the literature shows that HR strategies have a potential impact on employee performance (Dousin, Collins, Bartram, et al., 2021; Pai et al., 2021). The current study attempts to investigate the relationship between job performance and HR Practices.

2.4 Work-life balance

"Work-life integration" refers to how well work and family roles are aligned with one's priorities in life, and how satisfied and effective one is in both positions (Ferdous et al., 2021; Kniffin et al., 2021). "As the workplace becomes more dynamic on a daily, it is critical that employers in both the private and public sectors ensure that employees have better work-life balances to maximize employee productivity and efficiency (Hofstede, 1983; Velic & Orlovic, 2018). Increased competition among organizations as a result of globalization and technological advancement has resulted in increased competition among organizations, prompting organizations to focus on work-life balance initiatives to improve employee performance (Tewes & Tewes, 2015; Viegas & Henriques, 2020). Human resource managers should strive to maximize employees' contributions to the company's goals and objectives to ensure optimal employee performance while minimizing work-life conflicts within an organization (Dousin, Collins, & Kler, 2021; Dousin, Collins, Bartram, et al., 2021). Many researchers have discovered that organizations require high levels of performance from their employees to achieve their objectives and gain a competitive advantage. Work-life balance is a term that is commonly used to describe policies that were previously referred to as "family-friendly," though their scope has now been broadened to include policies that benefit individuals outside of their immediate family (Kalliath & Brough, 2008; Meenakshi, 2013)

Different researchers have defined the term "work-life balance" in a variety of ways, based on a variety of dimensions (Karatepe & Karadas, 2014; View & Farooqi, 2014; Zito et al., 2019). Originally, the concept of a work-life balance was intended to refer to the conflict that exists between family and professional obligations (Brombacher, 2014). According to Hoyle (2017) the degree and frequency with which family obligations interfere with work and vice versa, as well as the lack of any

actual dispute, are both indicators of a good sense for a work-life balance, it is the absence of any actual conflict that stands out as the defining characteristic.

" As previously stated, the ability to maintain a healthy work-life balance is critical in determining how well employees perform on the job (Bessa & Tomlinson, 2017; Brochard & Letablier, 2017; Cooper & Townsend, 2017). The study of work-life balance has found a positive relationship between job performance and a variety of other factors. In general, work-life balance-promoting HRM practices such as telecommuting, job sharing, flextime, and other similar initiatives lead to improved employee performance by removing the conflict between work and personal life

(Gribben & Semple, 2021). As a result, improved work-life balance leads to improved job performance through increased employee commitment, motivation, compensation, and job performance as well as decreased employee turnover and absenteeism (Braunthal, 2003; Gribben & Semple, 2021)

2.5 Theoretical Framework

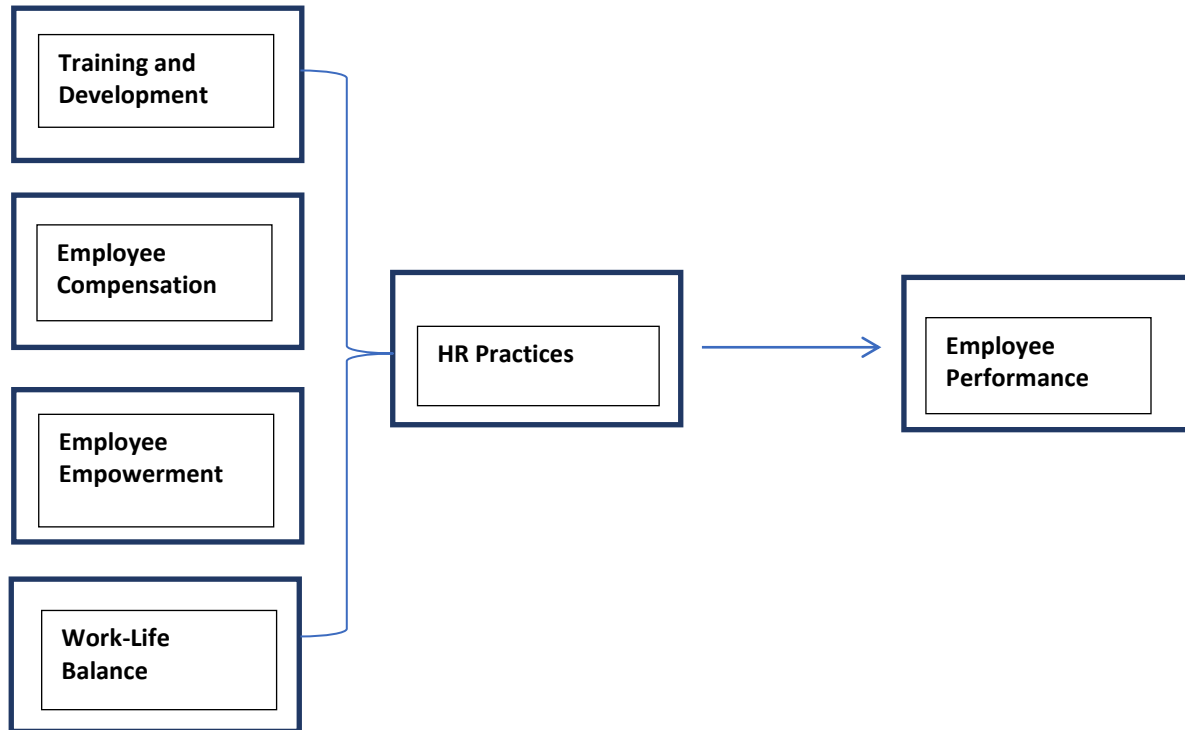


Figure 1 Theoretical Framework

In this research framework, employee performance is the outcome, and it is acting as a dependent variable whereas the independent variable is HR practices. The four dimensions of HR practices are targeted which are employee empowerment, employee compensation, training and development, and work-life balance.

3 Research Methodology

The material for this study was acquired from the positivist philosophy, which supports descriptive data and allows the analyst to collect data from numerical sources. The researcher obtains data from a quantitative source because it enables the researcher to reliably measure the relationship between variables using the software (Hofstede, 1983). Primary data was collected through the use of validated and pre-tested self-administered questionnaires. Secondary data was analyzed using a five-point Likert scale ranging from "strongly disagree" to "strongly agree."



Sample size referred to the participants involved in the survey. Extracting information from many target respondents is extremely difficult due to cost and time constraints. Due to this reason, the participants were limited to 120 respondents from different private medical hospitals who participated in this survey that filled out questionnaires online through Google Forms. The convenient sampling technique has been used because our target population is adolescents. It was convenient to collect data from the employees of private hospitals in Karachi. The samples were collected randomly to get a perfect idea about which factors contribute to Employee Performance. Data was analyzed by using IBM SPSS (Statistical Package for the Social Sciences) (Y. Liu et al., 2021).

4 Results and Findings

The study was conducted for both genders ie. males and females having different levels of education.

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	69	57.5	57.5	57.5
	Female	51	42.5	42.5	100.0
	Total	120	100.0	100.0	

Table 1 Gender

The sample size for this study was 120. From Table 1, it can be observed that about 57.5% of the sample size was based on Males whereas; the female representation in this study is about 42.5%.

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under-Graduate	38	31.7	31.7	31.7
	Post-Graduate	73	60.8	60.8	92.5
	Doctorate	9	7.5	7.5	100.0
	Total	120	100.0	100.0	

Table 2 Qualification

The respondents who were mainly employees working in the healthcare sector have different educational qualifications. From the data, it can be said that about 31.7% of the respondents are lying at the undergraduate level, 60.8% at the post-graduate level, and only 7.5% are holding the doctorate level education among the sample size of 120 as shown in table 2.



		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	24	20.0	20.0	20.0
	25-34	83	69.2	69.2	89.2
	35-55	13	10.8	10.8	100.0
Total		120	100.0	100.0	

Table 3 Age

The respondents of the study were belonging to different age groups. About 20% of the population is under the age group of 18-24years, 69.2% within the age group of 24-35years, whereas about 10.8% of the sample size is under the age group of 35-55years as shown in Table 3

5 Statistical Analysis

5.1 Questionnaire Descriptive Analysis

Employee performance and remuneration are evaluated with a very positive response, according to the statistics, with smaller standard deviations reflecting consistent reviews. Work-life balance and employee empowerment, on the other hand, exhibit more variation in responses as shown in Table 4. The scores for employee empowerment range from 2.67 to 5.00 as shown in table 4, with an average of around 3.95 and a standard deviation of 0.51. The low standard deviation indicates that the replies are relatively unchanged, showing a consistent view of employee empowerment alternatively the higher the standard deviation of work-life balance indicates more spread, the more spread out the responses are, the greater the perception in the judgments of work-life balance.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employee Performance	120	3.00	5.00	3.9167	.45374
Work-Life Balance	120	2.00	5.00	3.6250	.79719
Training and Development	120	2.33	5.00	3.9417	.62123
Employee Compensation	120	2.50	5.00	4.0500	.64626
Employee Empowerment	120	2.67	5.00	3.9472	.50947
Valid N (listwise)	120				

Table 4 Questionnaire Descriptive Statistics



5.2 Scale reliability

Cronbach’s alpha is a statistic that is used to determine how consistent each variable is with the others. The data is considered reliable if the value of Cronbach’s alpha is greater than 0.5 whereas the value at 0.7 and above is said to have the excellent Cronbach alpha value. Indicating that the information gathered is both trustworthy and not widely disseminated. As a result of the statistical analysis of the table, it can be concluded that all the variables used in this study have reliable information that can be used to measure.

5.3 Employee Performance

Reliability Statistics

Sr. No	Variable	Cronbach's Alpha	N of Items
1	<i>Employee Performance</i>	0.87	3
2	<i>Employee Compensation</i>	0.723	2
3	<i>Employee Empowerment</i>	0.601	3
4	<i>Work-Life Balance</i>	0.738	2
5	<i>Training and Development</i>	0.545	3

Table 5 Scale Reliability (Employee Performance)

Table 5 shows Cronbach's alpha for the employee performance scale which is 0.87. A Cronbach's alpha rating of 0.87 for an employee performance scale shows that the elements on the scale have a high level of internal consistency or dependability. It implies that the scale's elements are positively associated with one another. A Cronbach's alpha of 0.87 is regarded as pretty good or excellent, which indicates that the scales show high reliability for assessing employee performance. The internal consistency of Employee compensation was also measured using Cronbach’s alpha. The Cronbach's alpha for the employee compensation scale was calculated to be 0.723 showing high internal consistency. The given value of Cronbach's alpha in Table 5 for the employee empowerment scale is 0.601 which is just above the average, similarly, Cronbach's alpha for the Work-Life Balance scale was calculated to be 0.738 which is a good value indicator showing high consistency between work-life balance. The value of Cronbach's alpha for the training and development scale is 0.545 which is just good it’s not good or very good or excellent it lies on a borderline (Briggs and Cheek, 1986)



Reliability Statistics	
Cronbach's Alpha	N of items
0.731	5

Table 6 Scale Reliability (All Questionnaire)

The above table shows Cronbach's alpha value of all questions that have been tested. It can be observed that the scale reliability is 0.731 which means the scale is 73% reliable to test the model. As a value above 0.6 is considered a good indicator, a value of 0.7 is an excellent indicator (Hair et. Al, 2004).

5.4 Correlation

		AVG_EP	AVG_WLB	AVG_TD	AVG_EC	AVG_EE
AVG_EP	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	120				
AVG_WLB	Pearson Correlation	.507	1			
	Sig. (2-tailed)	.023				
	N	120	120			
AVG_TD	Pearson Correlation	.691	.518	1		
	Sig. (2-tailed)	.001	.000			
	N	120	120	120		
AVG_EC	Pearson Correlation	.618	.728	.646	1	
	Sig. (2-tailed)	.000	.012	.000		
	N	120	120	120	120	
AVG_EE	Pearson Correlation	.708	.589	.627	.770	1
	Sig. (2-tailed)	.001	.000	.000	.000	
	N	120	120	120	120	120

*. Correlation is significant at the 0.05 level (2-tailed).

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

Correlation analysis talks about the relationship between two or more continuous variables. The value of correlation lies between -1 to 1. From the table, it can be observed that the correlation of Work-Life Balance-Employee Performance is 0.507(good) with a (p-value 0.23>0.05 in case of 2-sample t-test), whereas the correlation of Training and Development- Employee Performance is 0.691(moderate) with (p-value 0.001<0.05 in case of 2-sample t-test), EC- Employee Performance is 0.618(moderate) with (p-value 0.000> 0.05 in case of 2-sample t-test) and Employee Empowerment- Employee



Performance is 0.708(excellent) with (p-value $0.001 < 0.05$ in case of 2-sample t-test). P-value < 0.05 is often used to reject the null hypothesis.

5.5 Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.655*	.407	.180	.41094	.407	7.520	4	115	.002

a. Predictors: (Constant), AVG_EC, AVG_WLB, AVG_EE, AVG_TD

Table 7 Regression Analysis

Regression analysis talks about the strength of the relationship between IV and DV. In this research study, the above table has been generated based on the data analysis of 120 data set samples. From the above table, we can conclude that the value of R is 0.0655 whereas the value of R square change is 0.407 which depicts that there is a 65% change in the DV (Employee Performance) concerning change in IV (HR Practices). Moreover, the p-value is 0.002 which depicts that (p-value < 0.05 which is = 0.02 in the case of a 2-sample t-test). Thus, we can say that there is a significant direct relationship between IV and DV (Employee Performance).

6 Discussion

Organizations generally implement and devise several Human resource practices within the organizations for their employee to best provide facilitation regarding their job productivity and organizational goal achievement. These HR practices help organizations to attain a sustainable competitive advantage in the market. Furthermore, the employees who work under such organizations have a higher rate of employee retention and employee productivity as compared to the ones working under traditional structural organizations. In this regard, many pieces of research have been conducted to unveil the potential of HR practices within the organization. Many pieces of research have reported that organizations which ensure HR practices for their employees are likely to have more employee satisfaction, employee productivity, and a balanced workforce as compared to others that neglect these practices (Abualoush et al., 2018; Manzoor et al., 2019; Visconti & Morea, 2020). In the current study, four dimensions of HR were targeted which are training and development, employee compensation employee empowerment, and work-life balance to measure the impact on employee performance. 120 individuals from different private medical colleges participated in the survey online through Google Docs. Data were analyzed by using IBM SPSS and Descriptive Statistics, Cronbach's alpha, Correlation, and Regression analysis have been performed. It was concluded that the hospital of Karachi that is implementing and practicing these HR practices within their organizational frame resulted in more skilled and productive employees rather than other hospitals. Individual employee-level outcomes were almost exclusively the focus of salary and compensation research until recently (four studies). More specifically, they reported improvements in employee performance, and one study reported an increase in the number of employees retained.



7 Conclusion

It makes more sense, under both strategic human resource management theory and some previous empirical research, that human resource systems and high-performance work systems (HPWSs), also known as evidence-based management practices, can improve healthcare outcomes in hospital settings.

According to the findings of this study, the centrality of employee performance and organizational factors has been recognized in healthcare organizations in Europe and other developed countries rather than developing countries, and this is particularly true in Pakistan.

The findings support the fundamental notion that human resource management and performance in the healthcare sector are intertwined. Human resource policies are related to a greater net profit margin, lower sick days, and higher customer satisfaction, according to individuals who work for these companies. Results show that human resource management in the healthcare sector is critical in terms of both human resources and organizational outcomes. Academics and human resource managers alike will benefit from more study of human resource management in the health care industry. Organizations have a wide range of options when it comes to achieving financial success.

8 Recommendations

- Employee remuneration, training, and development could be adopted as a technique to improve employee satisfaction, which can result in a more satisfied workforce (service sector).
- Managers and top management should take corrective actions to implement HR practices within organizations to elevate the sustainable competitive advantage and employee retention within hospitals.
- The study is limited to Karachi, but it could be extended to other cities as well
- We chose a sample size of 120 people, which might be increased in future studies



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