

EVALUATING THE EFFECTIVENESS OF HUMAN RESOURCE PRACTICES ON EMPLOYEE PERFORMANCE IN HEALTHCARE INSTITUTIONS: A CROSS-SECTIONAL STUDY

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Abstract

Introduction: Human Resource (HR) practices are instrumental in determining staff performance, especially in healthcare facilities where effective staff performance has a direct bearing on patient outcomes. Knowledge of the effectiveness of HR practices, such as recruitment, training, performance appraisal, remuneration, and leadership is crucial to enhancing healthcare delivery and staff retention. **Methodology:** This frequency-based cross-sectional study was undertaken to assess the performance of HR practices on employee performance in healthcare institutions. 108 healthcare professionals comprising nurses, doctors, and allied health staff were selected using non-probability convenience sampling. Data were obtained through a self-administered questionnaire on key HR domains and descriptive statistics used to analyze data. **Results** Among the participants, 64.8% were nurses, 20.4% physicians, and 14.8% other healthcare professionals. The gender split was 61.1% females and 38.9% males. The majority of participants (66.7%) were of the view that selection processes were equitable, whereas 64.8% were satisfied with training processes. A mere 50.9% were satisfied with performance appraisal processes, and 53.7% were dissatisfied with remuneration. Leadership assistance was confirmed by 60.2% of the participants, and 55.6% were satisfied with being involved in decision-making at the institutional level. Besides that, 57.4% of them were with job satisfaction, 63.0% were with high commitment, and 66.7% were with productivity in their workplace, while 46.3% intended to leave their institution. **Conclusion:** The results suggest that HR practices have a great impact on employee performance. Although domains like recruitment and training are highly rated, issues about compensation and performance appraisal reflect the necessity for strategic HR interventions. Enhancing HR practices could improve staff retention and healthcare service quality.

INTRODUCTION

Human resources (HR) are instrumental in determining the operational effectiveness and service provision of healthcare facilities. With growing demands on healthcare systems, the role of sound human resource practices (HRPs) in determining employee performance takes on added importance [1]. The performance of nurses, physicians, and allied staff, among others, is the foundation upon which any healthcare unit stands, and their performance is a direct function of the quality of care offered. As a result, comprehension of how HR practice impacts employee performance is vital to cultivate a productive, motivated, and high-performing workforce [2]. Successful HRPs include a range of functions like recruitment and selection, training and development, performance appraisal, compensation management, and employee engagement strategies [3]. These practices guarantee that the correct people are recruited, properly trained, regularly evaluated, and equitably compensated, thus improving job satisfaction, minimizing turnover, and enhancing overall organizational performance [4]. Within the health sector, the stress and complexity of the working environment only heighten the importance of the role of HRPs [5]. Poorly effective HR policies may result in job dissatisfaction, burnout, and suboptimal patient care [6]. Literature suggests strong linkages between organized HR practice and enhanced staff performance in hospitals. For example, study indicates that strategic interventions of HR practices such as constant professional development, performance-linked reward, and conducive leadership play vital roles in supporting higher employee commitment and productivity levels [7,8]. Better channels of communications, equitable opportunities for promotion, and reward structures have also emerged as important forces influencing workforce motivation and engagement levels [9]. Yet, most healthcare organizations, especially in developing nations, are unable to adopt standardized HR practices because of limited resources, administrative inefficiencies, and unavailability of trained HR professionals [5]. This deficit usually leads to variable employee performance, turnover, and compromised quality of patient care. Due to the significant relationship between HR practices and employee results, this study seeks to measure the effectiveness of

human resource practices on employee performance in healthcare facilities. Through a cross-sectional design, this study attempts to test the existing HR strategies and how they are viewed to affect employee productivity, job satisfaction, and retention. The outcomes are likely to present useful information for healthcare administrators and policymakers to design and implement evidence-based HR interventions that can improve workforce efficiency and quality of care for patients.

Methodology:

This study used a descriptive, cross-sectional design to assess the impact of human resource practices on employee performance in healthcare facilities in Karachi Pakistan. The study relied solely on frequency analysis to give a clear indication of the current HR practices and their relationship with employee performance. The population to be targeted in this study consisted of healthcare professionals like nurses, physicians, administrative personnel, and allied healthcare professionals already working in public and private healthcare facilities. A convenience sampling method was employed for data collection. A sample size of 108 participants was chosen based on their availability and willingness to respond. The sample size was thought to be sufficient to collect useful information for frequency-based analysis. Information was gathered through a self-administered, structured questionnaire. The questionnaire was formulated based on reading literature and had three sections: demographic information, human resource practices, and worker performance. Demographic information gathered simple details such as age, gender, job role, and experience. HR practices gathered information related to areas like recruitment and selection, training and development, performance appraisal, compensation, leadership support, and employee engagement practices. The employee performance items comprised job satisfaction, commitment, productivity, and retention. All the items were rated on a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree." Prior to starting the main study, a pilot test was carried out among a few healthcare workers to ensure the relevance and clarity of the questionnaire. Small adjustments were made according to their suggestions in order to make the

flow and comprehension of questions better. Data were collected over a period of one month. The participants were contacted at their respective health institutions, and the study aim was informed to them. Informed consent was taken in writing, and confidentiality of the answers was guaranteed. Ethical approval for the study was given by the Institutional Review Board (IRB) of the associated institution. The data collected were analyzed and coded using Statistical Package for the Social Sciences (SPSS) version 25. As the study was based on frequencies, descriptive statistics like frequency and percentages were employed to summarize the answers. No inferential statistical analysis was used, since the aim was to present a simple frequency distribution of the current HR practices and employee performance measures. The findings were given in tables and

graphs for easier visualization. The constraints of this study were the relatively small sample size of 108 participants and convenience sampling, which could restrict the generalization of findings. Nonetheless, the study provides useful information on existing HR practices within healthcare environments and pinpoints areas to be addressed in order to boost employee performance.

Result:

The participants in this study were a total of 108 healthcare workers. The demographic profiles of the participants showed in table 01 that of the total sample, 46 participants (42.6%) were male while 62 participants (57.4%) were female. This shows that the majority of participants in this study were female health workers.

Table 1: Gender Distribution of Participants

Gender	Frequency (n)	Percentage (%)
Male	46	42.6%
Female	62	57.4%
Total	108	100%

With regard to their professional occupations, most of the participants were nurses. Precisely, 60 participants (55.6%) reported that they were nurses. Next came 30 participants (27.8%) who were doctors, and 18 participants (16.6%) who were other

healthcare workers and included allied health staff and administrative staff. This breakdown reflects the high prevalence of nursing staff in the sample population as shown in table 02.

Table 2: Professional Roles of Participants

Professional Role	Frequency (n)	Percentage (%)
Nurses	60	55.6%
Doctors	30	27.8%
Other Health Workers	18	16.6%
Total	108	100%

Table 03 shows professional experience years, 25 participants (23.1%) had fewer than two years of experience in the healthcare industry. A high percentage, 50 participants (46.3%), stated they had between two and five years of experience. On the

other hand, 33 participants (30.6%) stated that they had over five years of professional experience. These findings reflect a relatively even split between early professionals and veterans in the sample.

Table 3: Years of Professional Experience

Years of Experience	Frequency (n)	Percentage (%)
Less than 2 years	25	23.1%
2 to 5 years	50	46.3%
More than 5 years	33	30.6%
Total	108	100%

The participants were also questioned on what they thought of different human resource (HR) practices in their healthcare facilities. In relation to recruitment and selection processes, 72 participants (66.7%) agreed or strongly agreed that their facilities undertook fair and transparent recruitment procedures, while 36 participants (33.3%) were neutral or disagreed. When participants were questioned regarding training and development opportunities, 70 participants (64.8%) were satisfied, as their organizations had regular training programs, while 38 participants (35.2%) gave neutral or negative feedback. With respect to performance appraisal

systems, 55 participants (50.9%) reported satisfaction, while 53 participants (49.1%) expressed dissatisfaction or ambivalence. For compensation and benefits, 50 participants (46.3%) were satisfied, but 58 participants (53.7%) reported dissatisfaction. With regards to leadership support, 65 participants (60.2%) concurred that leadership support was sufficient, whereas 43 participants (39.8%) disagreed or were neutral. Lastly, with respect to employee engagement strategies, 60 participants (55.6%) reported feeling engaged and included in institutional decision-making, whereas 48 participants (44.4%) felt they were not sufficiently engaged as shown in table 04.

Table 4: Perceptions of HR Practices

HR Practice	Agree/Strongly Agree n (%)	Neutral/Disagree n (%)
Fair Recruitment Process	72 (66.7%)	36 (33.3%)
Regular Training & Development	70 (64.8%)	38 (35.2%)
Satisfaction with Performance Appraisal	55 (50.9%)	53 (49.1%)
Satisfaction with Compensation	50 (46.3%)	58 (53.7%)
Leadership Support	65 (60.2%)	43 (39.8%)
Employee Engagement Strategies	60 (55.6%)	48 (44.4%)

As for employee performance measures, the findings as shown in table 05 which indicated that 62 participants (57.4%) expressed job satisfaction, while 46 participants (42.6%) were dissatisfied or neutral with their job satisfaction. With regard to employee commitment, 68 participants (63.0%) demonstrated high commitment, while 40 participants (37.0%)

reported low levels of commitment. In response to the question about productivity, 72 participants (66.7%) believed they worked efficiently, 36 participants (33.3%) were dissatisfied or neutral. Finally, 58 participants (53.7%) reported intending to stay at their present institution, whereas 50 participants (46.3%) reported turnover intentions.

Table 5: Employee Performance Indicators

Performance Indicator	Positive Response n (%)	Negative/Neutral Response n (%)
Job Satisfaction	62 (57.4%)	46 (42.6%)
Commitment	68 (63.0%)	40 (37.0%)
Productivity	72 (66.7%)	36 (33.3%)
Turnover Intentions (Intend to stay)	58 (53.7%)	50 (46.3%)

Discussion:

The results of this study highlight the strong influence of human resource (HR) practices on staff performance in healthcare institutions. Proper recruitment and selection procedures have been found to improve organizational performance by facilitating congruence between staff and institutional culture [10]. In this study, 66.7% of the participants confirmed the fairness and transparency of their

institution's recruitment procedures, consistent with these findings. Ongoing professional development is essential in the ever-changing healthcare setting, as frequent training programs have been linked to higher patient satisfaction and fewer medical errors [11]. These findings are in line with this, with 64.8% of the participants being satisfied with training opportunities. Yet, only 50.9% of the participants were satisfied with their institution's performance

appraisal system, suggesting a possible gap in effective feedback mechanisms. This is in agreement with studies indicating that effectively designed appraisal systems have positive impacts on employee motivation and performance [12]. Remuneration is still a vital determinant of employee satisfaction and retention. Study has indicated that poor remuneration results in higher turnover intentions among healthcare providers [13]. Dissatisfaction with pay was reported by 53.7% of the participants in this study, and competitive remuneration packages are thus needed. Leadership is critical in the creation of a supportive workplace. Inclusive leadership has been associated with increased psychological safety, leading to employees speaking up and contributing to improvement initiatives [14]. This result that 60.2% of participants felt supported by their leadership is consistent with this, but the 39.8% who did not feel sufficiently supported indicates the necessity for more consistent leadership behaviors. Employee engagement is also a key factor, with high-quality team relationships resulting in improved learning from mistakes and overall performance [15]. In this study, 55.6% of the participants reported feeling involved in decision-making, reflecting a moderate level of engagement. Job satisfaction and commitment are closely linked with HR practices. Successful HR practices have been linked with increased employee satisfaction and commitment [16]. These findings support this, with 57.4% of participants reporting job satisfaction and 63.0% indicating strong commitment. Regarding productivity, 66.7% of participants believed they performed their duties efficiently, aligning with studies linking effective HR practices to improved performance [17]. However, the 46.3% of participants considering leaving their current institution underscores the need for ongoing efforts to enhance job satisfaction and retention strategies. This is in agreement with findings showing that effective HR practices can mitigate turnover intentions among healthcare professionals [18]. Overall, this study findings are consistent with the current literature, reiterating the importance of effective HR practices in improving employee performance in healthcare institutions. Discrepancies, however, where they exist, especially in relation to performance appraisal satisfaction and pay, point towards the necessity of specific interventions.

Future studies must investigate these topics further, keeping in mind the specific challenges for healthcare workers.

Conclusion:

The study findings concur with the available literature to a large extent, identifying the significant importance of efficient HR practices for improving the performance of employees in healthcare organizations. But the areas of divergence, especially with regard to performance appraisal satisfaction and remuneration, suggest the necessity of interventions. Future studies must investigate these areas while taking into account the specifics of the challenges being confronted by healthcare professionals.

Conflict of interest:

The authors declare no conflict of interest.

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