



The Effect of HRM Interventions on Employee Performance: The Case of Paramedics Working in the Hospitals of Karachi

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Abstract: The factor that motivated the researcher to examine the HRM interventions and its influence on the performance of paramedical staff in particular is that the consequences of poor performance are horrible and human being are at a high risk of adversity with respect to the health and life. This study examines the relationship between HRM interventions and employee performance. The study focuses on four specific HRM interventions; Training and Development, Career Management, Compensation Management and Organizational Support and their impact on employee performance. The population selected for the research purposes is paramedical staff working in the hospitals of Karachi. The study work presents an integrated conceptual framework of five HRM dimensions. Survey was conducted and a questionnaire comprised of 30 items based on 5 Liker-Scale approach administered among 250 paramedical staff which include O.T Technicians, Nurses, Ward Attendants, Supervisors and other staff falls under the category of paramedics. The convenience sampling method was used to gather the information. Questions were adapted from the past researches and made some changes. Out of 250 sample size, 217 useful responses were retrieved which is 86.8 % of the total sample size. These responses were analyzed through Smart PLS. The data analysis was conducted through descriptive statistics, correlation and regression analysis. Then, the hypothesized research model was validated by using statistical tools such as PLS-SEM. This study advocates that well-designed and rigorously implemented HRM interventions are crucial aspect that can be equally beneficial for the medical service providing organization and their employee, and more importantly for the patients who, in fact, are one of the key stakeholders. The findings reveal that there is a positive relationship between HRM interventions and employee performance except career management. It further reveals that all of the three independent variables except career management have a significant effect on employee performance. Future researchers are encouraged to investigate the satisfaction level of patients from the performance of paramedical staff or impact of other interventions of HRM on the performance of paramedics. Research can also be conducted to analyze causes of insignificant effect of career management on employee performance in the Pakistani context.

Key words: HRM Interventions, Training and Development, Career Management, Compensation Management, Employee Performance

1. Introduction

Employees are the most significant constituents in any organization. They have a prominent role to play for the success and survival of the organization in the prevailing competitive environment all over the world. The performance of human resources is the significant determinant of the performance of an organization (Zdenka *et al.*, 2020) The health service providing entities have mandate to provide protective, preventive, diagnostic, curative and rehabilitative measures to the individuals, families, and communities (Doncho *et al.*, 2014). The challenges of already existing chronic diseases with burden of outbreak of infectious diseases constitute major foundation of

morbidity and mortality. The majority of countries having low and middle-level of income with fragile health system always remain vulnerable to chronic diseases and outbreaks of infectious diseases (Kumar and Yaya, 2020).

Pragmatically it is evident that a number of cases related to medical negligence and malpractices have been witnessed. Incorrect surgical techniques, administration of wrong injection, improper wound stitching and wrong treatment have led to life-time disability and even death of patients. People die at the hand of ill-trained and negligent paramedics. This situation speaks that a proper and strategized HRM Interventions are not employed to manage the paramedical staff associated with this very important profession in Pakistan, Shiwani and Amin (2011). The people of Pakistan have been experiencing several diseases i.e. Tuberculosis, pneumonia and malaria at highest prevalence with extra burden of diabetes, hypertension, heart diseases and mental illness in the country with the recent experience of COVID19 virus (Khalil *et al.*, 2020). Challenges being faced by Pakistani communities vis-à-vis their health and treatment and the gap in available standards and outreach of quality medical services are constantly on the rise in both rural and urban areas (Sadaf, 2009). The Pakistan's health care system has many weaknesses and challenges in the areas of human resource management system, quality of health, shortage of resources, availability of trained staff, unavailability of required number of staff and lack of fair incentives (Kurji *et al.*, 2018).

1.2 Problem Statement

The medical negligence viz-a-viz incorrect surgical procedures and wrong treatments administered by the paramedical staff poses a high risk of patients' injuries, diseases, forever disability, other health problems and even death (Dahlwani *et al.*, 2021). The pervasiveness of unprofessional conduct, lack of latest knowledge and skills, medical negligence, misdiagnosis, mistreatment and mismanagement are the major causes of health damages to common masses (Arab *et al.*, 2020). Apart from prevalence of diseases on the earth for centuries, the novel COVID19 pandemic has shaken the world brutally (Mohsin *et al.*, 2020). To respond to sudden emergence of any novel disease is also a problematic phenomenon when there is no strong health system existed. In fact, the current health system in Pakistan is fragile and unsatisfactory and needs a high level of sustainable medical facilities (Atiqa and Sana, 2020). Since significant consideration is not given to human resource management (HRM) policies and practices severe performance related problems are prevailing in the hospitals. Consequently, society is facing dreadful consequences of this negligence and a pathetic attitude.

1.3 Significance of the Study

Poor performance of paramedical staff adversely affects the health of citizens leaving lives at high risk. The paramedical staff responsible to provide medical services to the people perform their job tasks poorly either due to being unskilled or ill-trained, de-motivated towards career growth, paid unfairly or having less organizational support. This state of affair reflects the improper and weak system of Human Resource Management. These factors have motivated researcher to conduct research to assess the correlation between human resource management interventions and the performance of paramedical staff. This study will be a contributing factor towards elevation of awareness about importance of strategic perspective of human resource management practices and its role in improving the performance of paramedical staff.

2. Literature Review

2.1 Human Resource Management: Importance and Transition

Employees are the most important source of every organization. This constituent plays a pivotal role in achieving organizational goals and objectives (Muhammet and Nereida, 2017). The effective HR management practices create sustainable performance and employee commitment. Human resource management was emerged as a key function to manage and rationalize the employee relationship effectively to achieve goals (Ulrich and Dulebohn, 2015). Application of effective and efficient human resource management interventions helps organizations gain competitive advantage (Momena *et al.*, 2013). HRM transitioned from its simple role of administration to a "science" aimed at enhancing the decision making an organization carry out to get the desired results from their human capital (Paul *et al.*, 2017). The existence of HR management activities in societies is not a new phenomenon rather it is as old as human being. People are engaged in managing people in any shape since long.

2.2 HRM Interventions

2.2.1 Training and Development

Training and Development is one of the imperatives used to build capacity of the employees. The emergence of new technology, economic development and consumers' changing behavior demand for the extensive focus on human resource development to train and develop employees accordingly (Thanos and Anna, 2008). A well designed and objective oriented Training and Development programs add value to the employee performance which helps individuals and organizations achieve their respective goals (Elnaga and Imran, 2013). Training and Development leaves great impact on the performance of individual and organization (Hina *et al.*, 2015). The recent outbreak of COVID-19 pandemic has severely affected the employee training and development processes. Research indicates that a wide range of changes in the form and methodology of employee trainings have been noticed with the advent of COVID-19 (Katerzyna, 2021).

2.2.2 Career Management

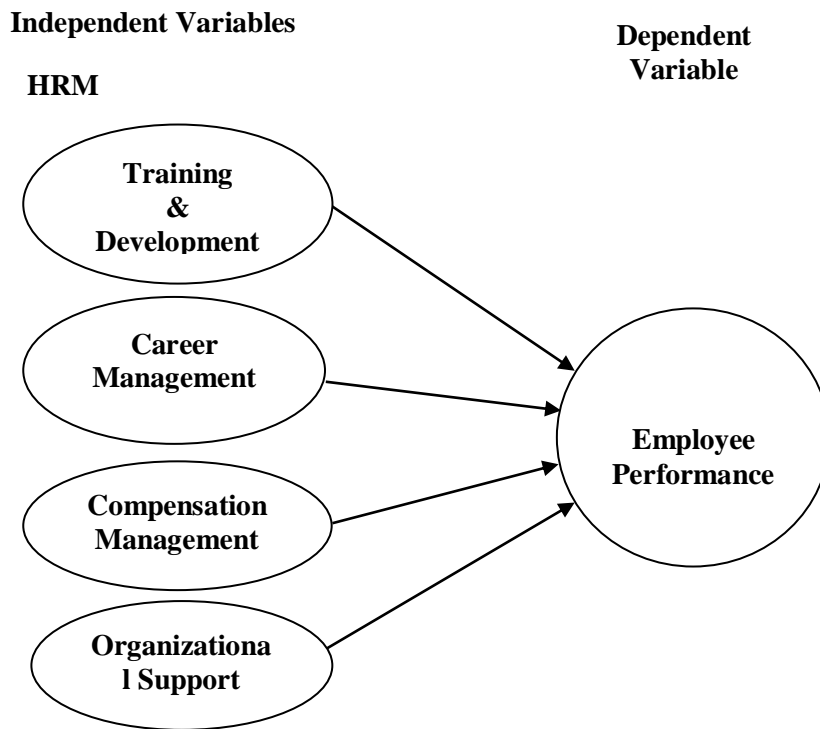
Lewis and Arnold (2012) described career management as an effort to influence the career development of individual at work. Career management initiatives provide benefits to both employees and organizations. Not only employees enjoy the benefits to develop their career but also it is immensely supporting to build up a culture of citizenship behavior and retain talent in the organization (Zaleska and Menezes, 2007). Career planning for the individuals on the part of organization expand the organizational citizenship behavior at the workplace and impacts on the organizational effectiveness (Khaled, 2017). Yehuda Baruch (1996) discussed that career planning and management is the fastest developing subject in the field of human resource

2.2.3 Compensation Management

Carnegie (1987) discussed that fulfillment of employee socio-economic needs and psychological contract's expectations by organizations are the human aspect of management. Authors postulate that people are the key actor and play a crucial role in the success or failure of the organizations. Thus, it is inevitable for the organizations to keep their employees satisfied, motivated and committed through strategically well-designed compensation management system with more emphasis on welfare aspects. Both Intrinsic and Extrinsic motivations are created through effective compensation policies and practices influencing the employee behavior, improved performance and wellbeing of the employee (Shahnaz and Hadi, 2015).

2.2.4 Organizational Support

Eisenberger *et al.* (1986) discusses that based on organizational support theory, employees anticipate as to what extent their organization values their contribution and cares about their well-being. Kyoung *et al.* (2016) concluded that perceived organizational support is a major driver of affective organizational commitment and creates an environment of sense of belongingness, sympathy and effective action by the organizations to reduce stress. Shashika and Bhadra (2016) argued that in order to develop voluntary supportive behavior, organizational support is much needed to promote within the organization



3. Research Methodology

In this research study a positivist research paradigm was adopted. Thus, it employs mainly quantitative research approach blended with qualitative approach. According to Bickman and Rog (1998), it is imperative for the researchers to select and measure techniques in accordance with research objectives to ensure maximum rationality of the outcomes. The population of this study was paramedical staff working in the hospitals of Karachi both private and public sector. Since the magnitude of the entire population of the study is extremely large, it was difficult to cover whole population, thus sampling technique has been used to cover the entire population. The respondents of the study were Supervisors, O.T Technicians, Nurses, Ward attendants and other staff comes under the ambit of paramedics. The number of paramedical staff sampled from various units of the hospitals was 250 respondents. Their responses were studied and analyzed. In this study, data was gathered through a survey questionnaire. In order to obtain data from the respondents, a survey questionnaire was distributed. A total 231 responses were received. 217 responses were found valid to include in the analysis process. 14 questionnaires were found unfit being incomplete or having other discrepancies.

3.1 Measures

3.1.1 Questionnaire Design and Development

According to Saunders (2011), questionnaire is a widely used means of data collection. Meaningful and effective questionnaire design is a key element of the research methodology. The most important issue related to data collection is choosing the most appropriate information or evidence to answer the author's questions. In this study, the items of the questionnaire were adopted through an extensive literature review. Since the previous research works studied for the purpose of questionnaire development was related to the European and other countries some adaptations were made to make the questionnaire fit to the Pakistani context.

According to Joshi *et al.* (2015), Likert scale is one of the frequently used psychometric tools for educational and social sciences research. In this study Likert scale tools has been applied to measure the dependent and independent variables. All constructs are based on adopted-cum-adaptive questionnaire comprising of 25 items designed and developed on five-point Likert scale ranging from 1 (strongly disagree) to 5 (agree). First section of the questionnaire was dedicated for respondents' profile. In this section respondents were requested to provide

information about their profile such as Designation, Department/Unit, Qualification, Length of Service, Age and Gender.

4. Data Analysis

4.1 Structural Equation Modeling

According to Kline (2005), the Structural Equation Modeling (SEM) is the most useful and powerful second-general multivariate technique used to analyze the results of constructs, particularly the latent constructs with multiple dimensions. The SEM technique entails two approaches one is partial least squares (PLS-SEM) and second one is the covariance-based approach (CB-SEM) (Hair *et al.*, 2017). Hair *et al.* (2017) have suggested researchers to consider the usage of PLS-SEM as an alternative approach to CB-SEM. Thus, present study is also an attempt to achieve the objectives to predict the effort of HRM interventions: training and development, career management, compensation management, organizational support, on employee performance.

In this study, all latent variables i.e. Training and Development, Career Management, Compensation Management, Organizational Support and Employee Performance are reflective constructs. Roy *et al.* (2012) discussed that reflective models are based on classical test theory with the characteristics of well-developed testing criteria which is the basis of using this model widely in the organizational research. Because of such reasons, in this study the aspects of Training and Development (Hina *et al.*, 2015), Career Management (Khaled Mahmoud (2017), Compensation Management (TettehAnnor., 2014); Shree *et al.* (2016), Organizational Support (Eisenberger *et al.*, 1986) and Employee Performance (Linda *et al.*, 2012) were used to analyze the model of the study.

4.2 Assessment of Measurement Model (Outer Model)

Hair *et al.* (2017) assert that the measurement model indicates the way of measuring the latent variables (constructs). They have further argued that each set of indicators for a construct in measurement models proceeds collectively for defining the construct/model estimation and such model estimation help researchers compare the “theoretically established measurement and structural models with reality, as represented by the sample data”, Hair *et al.* (2017 p.96). On the bases of theoretical and practicality of construct/model estimation, CFA was used for all reflective constructs with Smart-PLS3 software developed by Ringle *et al.* (2015) in order to assess all of the constructs in this study. During the course of evaluation of reflective measurement models by using PLS-SEM taken into consideration item reliability, Internal Consistency and Discriminant Validity utilizing outer weights or loadings, composite reliability (CR) and the average variance extracted (AVE) (see table-6):

Table 6: Construct Reliability and Validity

Latent Constructs	Items	Items Outer Loading	Cornbach's alpha	Composite reliability	Convergent Validity
Training & Development	TD1	0.879	0.919	0.939	0.755
	TD2	0.899			
	TD3	0.861			
	TD4	0.865			
	TD5	0.838			
Career Management	CM1	0.969	0.928	0.925	0.716
	CM2	0.957			
	CM3	0.793			
	CM4	0.753			
	CM5	0.726			
Compensation Management	COMP1	0.875	0.795	0.876	0.702
	COMP2	0.880			
	COMP5	0.754			
Organizational Support	OS1	0.860	0.834	0.889	0.668
	OS2	0.762			
	OS3	0.837			
	OS4	0.806			
Employee Performance	EP1	0.925	0.947	0.957	0.818
	EP2	0.948			
	EP3	0.928			
	EP4	0.825			
	EP5	0.892			

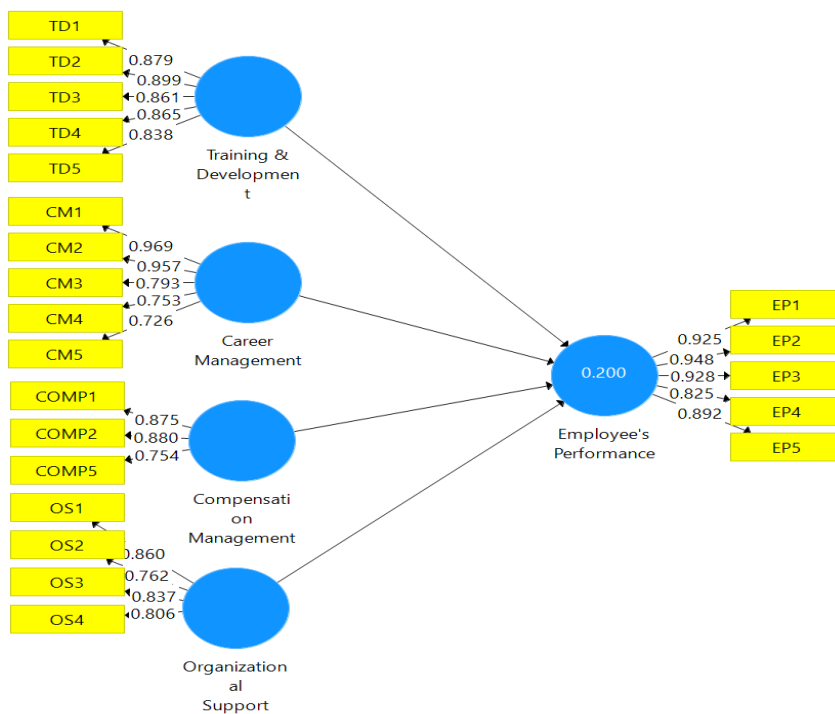


Figure 1: Measurement of Outer Model (Outer Loadings)

4.3 Assessment of Structural Model (Inner Model)

After having evaluated the measurement model and constructs were validated. The subsequent step is the evaluation of the structural model (inner model) and their causal relationships (Rezaei *et al.*, 2016). In this study, bootstrap technique was used to test paths for each construct (Gefen *et al.*, 2000). The characteristic of this technique is a non-parametric method that permits to test the statistical significance of different various PLS-SEM results, path coefficients, Cronbach’s alpha, HTMT and R² values (Hair *et al.*, 2017; Efron *et al.*, 1986; Davison and Hinkley, 1997). According to Hair *et al.* (2017), PLS-SEM is not considered a goodness-of-fit measure globally. According to Sarstedt *et al.* (2014), the structural model assessment in PLS-SEM primarily has the capability to predict the endogenous constructs. Because of such reason, the measures were used to evaluate this predictive power, including the path coefficient (β), coefficient of determination (R²), effect size (f²) and predictive relevance (Q²).

On the basis of above reasons, path coefficient was investigated and the result of which is presented in Table 4.8. The results indicated that career management had no significant effect on employee performance in Pakistani context, with coefficient values $\beta = -0.062$; STDEV=0.108; P < 0.570. The training and development had a significant effect on employee performance with $\beta = 0.231$; STDEV = 0.052; P < 0.000. Furthermore, compensation management and organization support had a significant effect on employee performance with coefficient values $\beta = -0.197$; STDEV=0.096; P < 0.040 and $\beta = -0.252$; STDEV = 0.097; P < 0.009 respectively. See table 7:

Table 2: Results of Structural Model and Hypothesis Testing

Hypothesis	(β)	Standard Deviation	t-statistics	P-Value	Decision
H1 Training and Development -> Employee Performance	0.231	0.052	4.408	0.000	Supported
H2 Career Management -> Employee Performance	-0.062	0.108	0.569	0.570	Not Supported
H3 Compensation Management-> Employee Performance	0.197	0.096	2.055	0.040	Supported
H4 Organizational Support -> Employee Performance	0.252	0.097	2.610	0.009	Supported

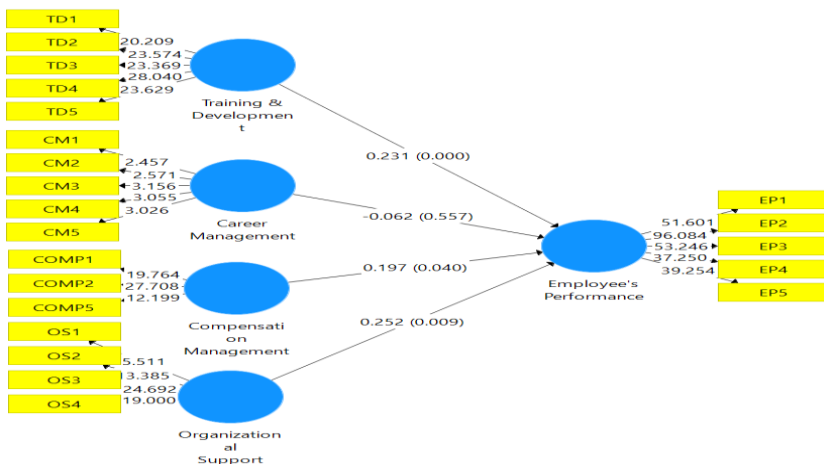


Figure 2: Measurement of Inner Model (Path Coefficient (β) and P-Values)

5. Conclusion

Poor performance of paramedical staff is an unavoidable phenomenon that cannot be let un-attended, for there is no compromise on health and life. This premise constitutes sound basis of managing the human resources with strategic considerations, skilling and developing the employees in general and paramedics in particular for increasing efficiency and effectiveness as well as retaining talent for a long time in the organization. This research study indicates that the HRM interventions viz-a-viz Training and Development, Compensation Management, Organizational Support affect the performance of employees significantly. Furthermore, respondents' (the paramedical staff) responses reveal that the hospitals having effective training and development programs, fair compensation and management/supervisors' support are of paramount importance for providing quality medical treatment and services to the community. As per result of the study, the positive relationship of three independent variables i.e. training and development, compensation management, organizational support with employee performance strongly supports the hypothesized constructs. The unsupported result of hypothesized construct of career management indicates that hospital management and paramedical staff are unable to influence performance through employing the true spirit of career management policies and practices. The weak career management systems in the hospitals can be the major hindrance in influencing the employee performance. Empirical evidences of improper career management systems in the hospitals of Karachi both private and public sector also supports the insignificant relationship between career management and employee performance.

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