

An analysis on the Impact of HRM Practices on Employee's Performance-A Case of telecom sector of Karachi Pakistan

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Accepted 06 May 2017, Available online 08 May 2017, Vol.5 (May/June 2017 issue)

Abstract

Managing human resources is extremely exigent as evaluate to managing expertise, knowledge, capital as well as for its successful management, HRM system ought to be backed up through strong and strapping HRM practices, the practices refer to managerial activities and actions heading for at running the faction of human resources, by assuming efficient human resources strategies to facilitate and endeavour to advance employee performance by developing strategic and efficient HRM policies of effective training programs and strategic requirement and selection, the purpose of this study is to find impact of strategic HRM practices including training programs and strategic requirement and selection on employee performance, the study is quantitative in nature, , a structured questionnaire was used to accumulate the data via five likard scale, data was conducted from 220 employees , managers, and supervisors in, Telenor, Zong, Ufone, telecom companies of Pakistan from which 175 data were composed absolute and correct mode, the findings of the research concluded that HRM practices of effective training programs and strategic requirement has optimistic and significant effects on employees performance .

Keywords: Requirement, efficiency, training, employee productivity, ability, and job satisfaction.

1. Introduction

Human Resource is mainly significant asset for every organization plus it is the resource of accomplish competitive benefit ,HRM practices are an evolution of attracting , motivating as well as retain employees to ensure the survival of the organization. (HASSAN, 2016) Managing human resources is extremely exigent as evaluate to managing expertise, knowledge, capital as well as for its successful management, association necessitate effective and valuable HRM system. HRM system ought to be backed up through strong and strapping HRM practices, the practices refer to managerial activities and actions heading for at running the faction of human resources moreover ensure that the possessions are engaged intended for the fulfilment of organizational objectives. It is implicit that HRM practices are intimately connected with employee performance, productivity and efficiency since various researchers and practitioners consider that strapping HRM practices effect in superior stage of employee satisfaction that eventually progress employee performance. In the present globe there is powerful competition and opposition exist amid organizations thus organizations desires paramount human capital to incessantly struggle with each other's since the recital of the organization stand on the performance of its employees. HRM as an additional vital

management approach can generate the competitive and spirited benefit for the organizations., furthermore employee training is the tools of effective HRM system, employees ought to be further dedicated to the organization which outcome of team work and devolution of decision assembling, with energetic contribution, employees ought to experience akin to an element of the organization as well as this willpower contain an optimistic impact on their efficiency and performances.

(Fahad Mahmood, 2014) Employee Performance is mainly imperative factor in an organization accomplishment consequently, there is necessitate assuming efficient human resources strategies of effective requirement and selection processes and employee training to facilitate and endeavour to advance employee performance as well as craft the ethnicity of elevated employee performance in every organization stand on human resource practices. Training is a methodical approach that facilitates employees to achieve knowledge, ability, facts, skills and expertise, in a way intended to accomplish their chore efficiently with the consequential development in the employee performance, organizations who have strapping HRM policy of employee training accomplish goal oriented in effectively manner as if their employees are trained they execute effectively which result superior employee performance and organizational growth. Training refers

to the technique exploit to increase skills and development of employees obligatory to perform the task and job it ought to be exploiting as a contrivance to boost employee's performance by mounting acquaintance and skill and ability. (Miss Hafsa Shaukat, 2015) A preferred transform can be achieve in employees performance via providing them appropriate training, which advance the employee's performance in a way intended to accomplish strategic and tactical position over competitors and contestant.

Recruitment is the progression to entirely fill the accessible job positions in adequate number qualities and traits of the applicants, as well as to congregate the potential and necessities of the organization. (Hamzah Mohammad A. Al_Qudah, 2014) Illustrate that Recruitment and selection are integrated aspect that influence the performance and recital of the employee, Recruit hire or select suitable employee for appropriate position of exertion contain close relationships and associations with the employees' performance, advancement, development and organizational productivity. it is imperative to comprise the capability and aptitude to select suitable employees and put them in suitable and appropriate exertion positions to augmented employees competent performances. Nowadays, the corporations that merely pursue the strategic requirement and selection criteria to hire right people for the right job it may result effective employees performance and productivity, however training is also the elementary tool and means in human resource management. Organizations are obliged to execute and workout in strapping human resource management by providing effective, successful and efficient training as well as development programs of effective requirement and selection criteria through which they become more productive, they perform more efficiently and competently which result higher organizational growth.

1.1 Problem Statement

Human resource management is strongly associated with employee performance or not?

1.2 Research Questions

- 1) Does a Human Resource Management (HRM) practice affects Employee Performance?
- 2) How training of employee effectively increases employee performance?
- 3) Are effective requirement and selection criteria assisting superior employee performance?
- 4) What is the association between Human Resource Management (HRM) practices and Employee Performance?

1.3 Significance of the study

The significance of my research help organizations to observe the impact of HRM practices on employee performance, effective HRM practice help employee to

perform more effectively it not only increases employee satisfaction but also help in organizational growth in terms of quality and effectiveness of organizational performance, organizations must have to focusing in such areas to enhance higher employee performance, This study helps in instructive the updated facts and figures like organization should update policies of good HRM system by providing effective training and focusing for effective and strategic requirement and selection processes intended for higher employee performance. This topic is truly significant and has high scope in telecommunication industry to increase higher employee performance by observing the affiliation between HRM practice and employee performance; as well this study will also facilitate the students and journalist in near future. They can easily gather facts and figures from the research paper.

1.4 Objective of the study

The following objectives are articulated for the present study

- 1) To find out the effect of Human Resource Management (HRM) practices on employee performance.
- 2) To observe the impact of employee training on employee performance
- 3) To examine the effect of effective requirement and selection process on employee performance
- 4) To determine the connection amid Human Resource Management (HRM) practices and Employee's Performance.

1.5 Limitations

We face massive issues and challenges during our research, first we have short time frame as semester is going to end we are burgundies as well as research contents are basis on telecom sector only furthermore many respondents are not actively and inclusive respond due to which we face difficulty in proceeding complete data questionnaire moreover we have a lack of resources however beside all this issues we complete our research with full strength of mind and determination.

2. Literature Review

(Raja Abdul Ghafoor Khan, 2011) Conducted study on the topic of training and development on employee performance in education sector of Pakistan, the main reason of the research is to find the impact of training and development on employee performance and recital in educational sector of Pakistan. The Independent variables of the study were training and development, delivery style on the job training as well as employee performance is the dependent variable. Data and facts were composed by teachers of diverse universities

through structured questionnaire base on five likert scales. For examination intention study used SPSS software, for garneted result descriptive and inferential analysis was applied .Conclusion shows that Training and Development, delivery style, On the Job Training, and Training design have positive and significant effect on employee Performance.

The main purpose of (HASSAN, 2016)study is to analyze the impact of HRM Practices on Employee's Performance in the Textile industry of Pakistan; moreover to assemble data for this research study Random sampling method was used. For acquiring correct result, a questionnaire base on 34 items was dispersed amid 68 employees of textile industry, furthermore to ensure the connection between HRM practices and employee's performance, regression analysis and Pearson correlation statistical procedure was applied on the statistics. The results shows that that HRM practices, Career Planning, Compensation, Training, Performance Appraisal and Employee Involvement have a positive and optimistic impact on employee's performance; therefore, it is prove that strong HRM play positive effects on employee performance.

Human Resource management is mainly significant and imperative asset for every organizations as well as it is the source of accomplish competitive advantage. (Miss Hafsa Shaukat, 2015), The purpose of this study is to discover impact of Human Resource Management (HRM) practices including compensation, job definition, selection, training, employee participation, career planning, and performance appraisal, on employee performance. This study explain why human resource management (HRM) have exclusive power on organizational performance, for acquiring accurate result, 70 questionnaire was used base on likert scale that consisted on 31 items and evaluated the result through SPSS software, the result concluded that HRM practices have an economically and statistically important and significant impact on employee performance.

(Hamzah Mohammad A. Al_Qudah, 2014)The purpose of the research is to find the effect of human resources management practices on employee performance in MSI. It examine the factors that involves right requirement and selection criteria and Compensation, in the direction of employee performance, the sample size of the research is 40 respondents from Malaysian Skills Institute, to discover out the research objective ,data was collected through questionnaire and examine the data through SPSS, base on the correlation analysis and descriptive statistics. The results of the research concluded that recruitment and selection and compensation considerably connected with the employee performance and productivity in MSI.

Employee Performance is mainly imperative factor in an organization accomplishment consequently, there is necessitate assuming efficient human resources strategies to facilitate and endeavour to advance employee performance. The aimed of (Fahad Mahmood,

2014)is to investigate the impact of human resource management practices on employee performance in banking industry of Pakistan ,to discover the accurate data and facts ,the questionnaire techniques used from 150 employees of diverse banks in Lahore, furthermore Statistical analysis is exploit regression ,scatter Plots, t-test , histograms and correlation psychiatry use to examine the data, The study concluded that recruitment and selection training and reward, are positively connected with the employee performance thus the effective recruitment and selection ,training and reward are the strapping predictors of employee performance. (Aanantlakshmi Mahadevan, 2014)The intention of the research is to examine the impact of human resource management practices on employee performance in the Malaysian telecom sector; the Samples were composed via questionnaire from 102 employees ,in intention to analysis the hypothesis, regression technique was run via SPSS software to stumble out the impact of training and performance appraisal on the performance of employee , the result concluded that there was a significant and positive relationship found between performance appraisal and employee training on employee performance.

The achievement of any organization in this contemporary production surroundings depend on the competence of the human resource that maneuver the concern of the organization (Yusuf A. Bako, 2016)research purpose is to understand the relationship between recruitment and selection criteria and employee performance, in Hospitality Industries of Nigeria, to analyze the data and objective ,the researcher used questionnaire technique, Cronbach alpha test descriptive or inferential research was run ,with sample size of 100 employees of Ogun State, Nigeria, the study concluded that relationship between recruitment and selection and employee performance were extremely significant.

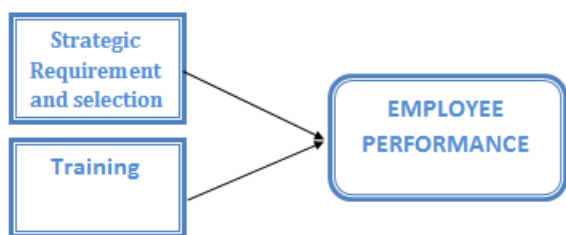
(Dr . Amir Elnaga, 2013) Employee is a blood brook of any organizations. The aimed of the study is to explore the impact of training on the performance of employee, also give proposition as to how organizations can advance its employee performances through efficient training programs, the study was qualitative in nature , the research is exploratory study examination of the obtainable literature of special studies through periodicals, books and reports connected to the subject of study intended to examine the relationships among training and the performance of employees , the conclusion if the study shows that training curriculum is the stimulant that employees need to advance their performances, which result boost organizational efficiency and productivity. Consequently, training ought to be intended on the source of firm explicit requirements intended for advance employee recital and performance as well as organizational productivity.

Training is a extremely and imperative feature now days in creating the organization profitable, the purpose of (Ameeq-ul-Ameeq, 2013)study is to observe the impact

of training on employee's performance and development, The center of the research is to find out shrivel the training curriculum which are be worn by the HR departments of the Lahore hotels are essentially plateful employees to expand their skills as well as performance and act of their task to collect the data, sample size was 20,questionare technique is worn to collect the data from managers and employees ,and interviewed from managers of the Lahore hotels ,through both methods interview and questionnaire researcher come to the point and concluded that ,there is a signficance and optimistic affiliation found between training and employee performance ,in Lahore hotel industries employees and managers they both are extremely interested in carry out and being trained as well as employees also demonstrate interest towards training.

3. Methodology

3.1 Research Model



3.2 Hypothesis

Null hypothesis

Ho: There is no relationship between HRM practices and employee's performance

Alternative Hypothesis

H1: Strategic recruitment and selection has an impact on employee performance

Ho: Strategic recruitment and selection has no impact on employee performance

H1: Employee training has significantly effect on employee performance.

Ho: Employee training has not significantly effect on employee performance.

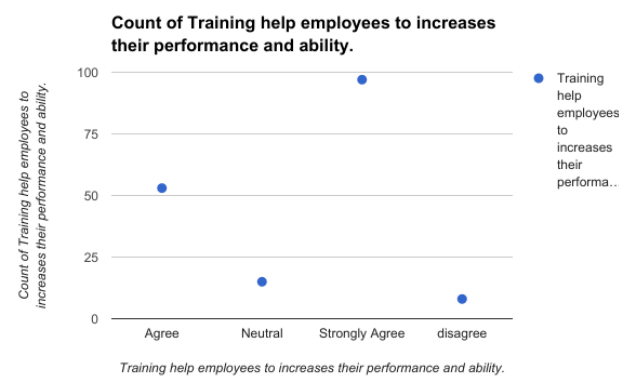
3.3 Data Description

In order to find accurate consequence the statistics for this study, a structured questionnaire was used to accumulate the data, the purpose worn for likerd scale be, strongly agree, agree, neutral, disagree, strongly disagree, the questionnaire was dispersed among 220 employees , managers, and supervisors in, telenor, zong, ufone, from which 175 data were composed absolute and correct mode, the study is quantitative in nature taken to examine the accurate consequence and relationship between HRM practices and employee's performance.

4. Data Analysis

Analysis 1

The analysis of the result shows that 74% respondents are strongly agree that training help the employees to achieve higher knowledge ,skills and ability and increases higher performance and ability ,furthermore it facilitate employees to perform more efficiently, training is a extremely imperative feature now a days to increase employee performance and in creating the organization profitable employee training is the tools of effective HRM system, employees ought to be further dedicated to the organization, organizations who have strapping HRM policy of employee training facilitates employees to achieve knowledge, ability, facts, skills expertise, and accomplish goal oriented in effectively manner as if their employees are trained they execute effectively which result superior employee performance and organizational growth.



Correlations			
		Training facilitate superior employee efficiency	employee performance
Training facilitate superior employee efficiency	Pearson Correlation	1	.218
	Sig. (2-tailed)		.002
	N	200	200
employee performance	Pearson Correlation	.218	1
	Sig. (2-tailed)	.002	
	N	200	200

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

Coefficients						
Model		Unstandardized Coefficients			t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	1.475		
1	Training facilitate superior employee efficiency	.213	.068	.218	3.136	.002

a. Dependent Variable: employee performance

The above table illustrate that the value of Pearson correlation and regression is +.218 and significance level is .002. It demonstrates that the null hypothesis is rejected and there is positive relationship exists between training and employee performance.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
		1	(Constant)	1.577		
1	Strategic recruitment and selection increases employee recital	.145	.062	.165	2.352	.000

b. Dependent Variable: Right person for the right job increases employee performance

Analysis 2

The analysis of the result shows that 72% respondent are strongly agree that requite ,hire, or select suitable employees contain close relationship with employee performance and productivity moreover hire the right person for the right job increases the efficiency of employees ,Recruit hire or select suitable employee for appropriate position of exertion contain close relationships and associations with the employees' performance, advancement, development and organizational productivity, It is imperative to comprise the capability and aptitude to select suitable employees and put them in suitable and appropriate job and positions as they work with more efficiently according to their skills and capability, the corporations that have strapping HRM policy of strategic requirement and selection criteria to hire right people for the right job result effective employees performance and productivity.

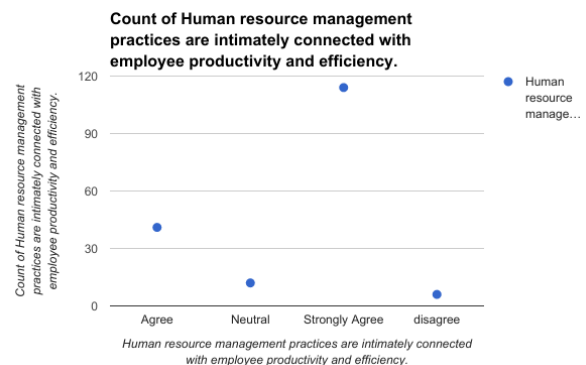
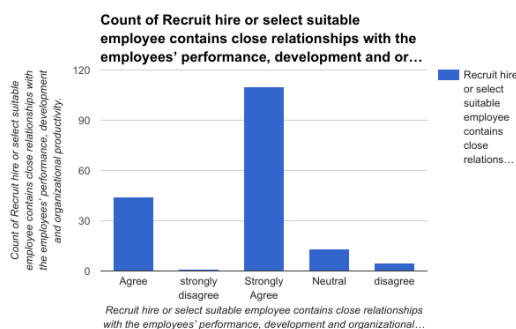
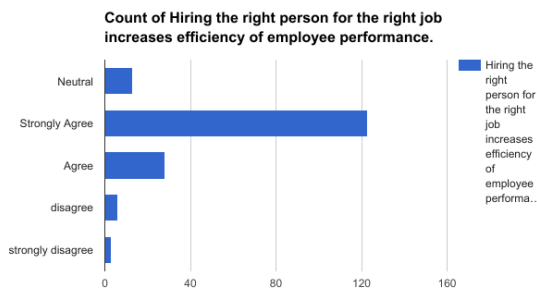
Correlation

	Pearson Correlation	Sig. (2-tailed)	N
Strategic recruitment and selection increases employee recital	1	.020	200
Right person for the right job increases employee performance	.165	.020	200

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

The findings shows that the value of person's correlation and regression is +.165 as well as significance level is .020 which result and shows that the null hypothesis is rejected. Because the significance level is less than 0.05.Its proved that recruit hire or select suitable employee contain close and positive relationship with employee performance.

Analysis 3



The analysis of the result shows that 82% respondent are strongly agree that HRM has positive impact on employee performance , Human Resource is mainly significant asset for every organization superior HRM practices are an evolution of attracting, motivating as well as retain employees which lead superior employee performance, the organizations who comprise effective HRM practices of training and strategic requirement and selection criteria lead higher employee satisfaction, expertise, competence, efficiency, productivity, HRM has close relationship with employee performance as if employees are well manage they will be more productive ,they craft more effort, faithful, loyal and enthusiastic with the organizational proceeds.

Findings and Conclusion

This research endeavour is to explore out the impact of HRM practices on employee's performance in telecom sector of Pakistan, from the above facts, evidence and prove, the findings and conclusion of the study revealed that there is a significant and optimistic connection found between HRM practices and employee performance HRM practices are intimately connected with employee productivity and efficiency ,strong HRM practices effect in superior stage of employee satisfaction that eventually progress employee performance, it is mainly imperative factor in an organization accomplishment consequently, there is necessitate assuming efficient human resources strategies to facilitate and endeavour to advance employee performance by developing strategic and efficient HRM policies of effective training programs and strategic requirement and selection criteria for higher employee performance, the results shows that training has positive impact on employee performance, it refers to the technique exploit to increase skills and development of employees obligatory to perform the task and job it ought to be exploiting as a contrivance to boost employee's performance by mounting acquaintance, skill and ability, it is a methodical approach that facilitates employees to achieve knowledge, ability, facts, and expertise, in a way intended to accomplish their chore efficiently with the consequential development in the employee performance ,and it is the paramount element of human resource management practice ,furthermore the study also concluded that strategic requirement and selection effects positively on employees performances , the firms that pay attention on strategic requirement and selection criteria to hire right people for the right job it may result effective employees performance and productivity, recruitment and selection are integrated aspect that influence the performance and recital of the employee, recruit hire or select suitable employee for appropriate position of exertion contain close relationships and associations with the employee's performance, advancement, development and productivity. It is imperative to comprise the capability and aptitude to select suitable employees and put them in suitable and appropriate exertion positions to augmented employees competent performances. Organizations be obliged to execute and workout in strapping human resource management by providing effective, successful and efficient training as well as development programs of effective requirement and selection criteria through which employees become more productive, they perform more efficiently and competently which result higher organizational growth.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.372	.129		10.611	.000
	human resource management increases employee productivity	.233	.056	.285	4.185	.000
c. Dependent Variable: employee performance						
Correlation						
				Human resource enhance employee productivity	employee performance	
human resource management increases employee productivity	Pearson Correlation			1	.285	
	Sig. (2-tailed)				.000	
	N			200	200	
employee performance	Pearson Correlation			.285	1	
	Sig. (2-tailed)			.000		
	N			200	200	
Correlation is significant at the 0.01 level (2-tailed).						

The table illustrate that the value of Pearson correlation and regression is +.285 and significance level is.000. It explains that the null hypothesis is rejected as well as it's proved that there is a positive relationship found between human resource management and employee performance.

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