

**Impact of human resource management
practices on the performance of employees in
the telecommunication sector of Pakistan**



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2019

**Impact of human resource management practices on the
performance of employees in the telecommunication sector of
Pakistan**

A Thesis presented to

Pakistan Institute of Development Economics, Islamabad

In fulfillment of the requirement for the degree of

Masters

in

Business Administration

(3.5 years)

Maria Khawar

PIDE2015FMBA(3.5)11

Final Approval

This Thesis Titled

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performance of employees in the telecommunication sector of
Pakistan**

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Declaration

I hereby declare that the research submitted to R&D Department by me is my own original work. I am aware of the fact that in case my work is found to be plagiarized, R&D has the full authority to cancel my research work and I am liable to penal action.

A handwritten signature in blue ink, appearing to read 'Maria Khawar', with a stylized flourish at the end.

Student's Name: Maria Khawar

Date: 28th January 2019

Dedications

To my Parents

The reason of what I become today. Thanks for your great support and continuous care. To

my Brothers

Whose affection, love, and encouragement make me able to get such success and honor

Acknowledgements

In the name of Allah, the Most Gracious, the Most Merciful,

First and foremost, I would like to thank Allah Almighty for this accomplishment.

I would like to express my eternal appreciations towards my parents and siblings who have always been there for me no matter where I am, for all unconditional support and patience.

Thank you for being ever so understanding and supportive.

I must give my high, respectful gratitude's to my supervisor, Dr. Muhammad Majid Mahmood Bagram for his guidance, supervision and help throughout this thesis work. I have learned a lot throughout this semester, with many challenging yet valuable experience in order to complete this task.

Last but not the least, I could never forget the help of my friends.

Abstract:

For getting competitive benefit on this especially unstable business environment, companies are dealing with many challenges, as the success of the organization is based upon the performance of the employees so one of the most important challenge for them is how to enhance the performance of the employees. As employees are the most important component for the success of any organization. For any organization effective human resource management practices plays an important role in getting competitive edge by enhancing the employees' performance. For this reason, this study is done to examine the relationship between human resource management practices and employee performance. Four major HRM practices were chosen for this study that are recruitment and selection, training and development, reward system, and staff welfare. The main focus of this study is on telecommunication sector of Pakistan(Islamabad). Data was collected through questionnaires and 200 questionnaires were distributed to the employees of telecommunication sector of Pakistan(Islamabad) from Zong, Telenor, jazz, and Ufone. From them 150 questionnaires were returned. SPSS software was used to analyze the data. Different teste was applied on SPSS software such as Descriptive Statistics, Demographic Analysis, Cronbach's Alpha, Correlation Analysis, ANOVA, and Regression Analysis. The findings of the research suggested that there is significant positive relationship among four selected HRM practices (recruitment and selection, training and development, reward system, and staff welfare) and employee performance. As this study mainly focus only on four dimensions of HRM practices so in future the research should be done on other dimension of HRM practices too. Furthermore, this study is confined in term of sample size, as it is done only in telecommunication sector of Islamabad. So, by conducting this study in other cities or in other industries too the results would be more accurate and generalized. By the implementation of HRM practices in an organization,

organizations are able to enhance their employees' performance, so they perform well in order to achieve organizational goals that leads towards the success of the organization. Through this research managers of the organizations get insight to apply these HRM practices to get higher performance.

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Chapter 1: Introduction

1.1 Introduction

From the last couple of years human resource is an important and basic area of administration and HR practices are a crucial region of research. Workers feel more great and safe where HR practices are imposed. HR practices also improve the work quality of workers. An important role played by HR practices in the execution of organizations.

In this time the business condition is varying quickly, and it formed the business organizations to embrace the HRM practices to struggle in their enterprises and to get success.

A huge amount of studies has been coordinated to favor to this relationship. These investigations found a significant response among human resource management practices and the performance of employees.

In recent years tremendous development has encountered in telecom sector of Pakistan. To benefit by developing business sector, telecom organizations require perfect individuals for the correct Job. Employees' performance is typically researched topic using by researchers. The most beneficial strength for any organization are their employees as they can increase or spoil the reputation of organization and they are able to effect profitability (Elnaga, 2013).

In telecom sector of Pakistan employees' overall performance is very important as like in any other organization. Furthermore, performance of an employee is an essential element for success. If the employees will perform well in telecom industry, then customers could be satisfied and in a result of customers satisfaction the entire organizational performance would be better.

In the era of freedom, Pakistan acquired 14k landline phones. Presently, we observe more like 40 million mobile phone associations in the nation. Telecommunication area is developed like extremely fast developing business in recent years and at this time Pakistan is getting to be classified among the nations where substantial quantities of cell phone associations are utilized. The tremendous development of the telecom area of Pakistan isn't a marvel as it is a normal for some creating nations. The quantity of representatives in telecom division of Pakistan is expanding likewise the step by step development of this division. Human resource management practices should have been executed, to increase the performance of the workers of this area since this segment is likewise playing its role in Pakistan's economy. In Pakistan implementation of human resource management practices is an ongoing marvel however through the implementation of these HRM practices and working like learning associations these companies are setting the models. In this business, Jazz, Telenor, Ufone, and Zong are the four noteworthy administrators.

Constrained research studies were completed in Pakistan to inspect and comprehend the impact of HRM practices and employee performance. With regards to Pakistan, more research is required to examine this relationship. Thus, to comprehend the impact of human resource management practices on performance of employees in telecommunication division of Pakistan (Islamabad), this research should locate the fundamental proof.

In material area this research gives data regarding dynamic practices of human resource management and their effect on performance of employees. The consequences of this study ought to be useful for human resource management experts of telecom sector to enhance the employees' performance by actualizing human resource management practices. This research also useful for advancing workers strengths and allocation of tasks to the employees by employers as needs be.

Through implementation of human resource management practices, this sector would have the capacity of accomplishing its objectives through creating an effectual and competent employee.

1.2 Background of Study

From the last few years Relation between HRM practices and performance of employees and the performance of an organization has proven the focused area of research. Plenty of studies done with respect to human resource management practices in developing nations however in emergent nations like Pakistan really less researches done. Pakistan is an "under-researched country" (Aycan, 2000). Some researchers like (Shahzad, 2008) carried out their research in a growing nation such as Pakistan and come on the conclusion that there is a positive relation among employee performance and HRM practices though that research was just limited to only public divisions universities of Pakistan. A research conducted by (HASSAN, 2016) conclude a positive relationship among HRM practices (performance appraisal, career planning, compensation, and training) and performance of an employee in textile sector of Pakistan.

There's a positive relation between three independent variables (HRM practices) and dependent variable (employee performance) (Ayesha cheema, 2017). A study done by (Ehsan, 2018) examined a significant relationship between the independent variables career management, training, performance management, reward management and the dependent variable employees' performance. In a decade ago, a noteworthy research work has been done in Pakistan yet at the same time there's ton of researches should have been executed on the impact of HRM practices on performance of employees.

1.3 Problem Statement

“The impact of human resource management practices on employees’ performance in telecom sector of Pakistan (Islamabad)” is the statement of the problem to be considered in this research. The significance of HR can't be ignored claiming workers are the most important factors for any business. Though there are so many other factors on which the success of any business is dependent, yet employees are the most important factor for an organization who plays a vital role in accomplishing organizational goals. The responsibility of the workers makes a difference. To achieve organization objectives HRM manages supervision of workers proficiently and successfully and guarantee the accessibility of competent, profoundly energetic workers.

1.4 Gap Analysis

Particularly for the impact of human resource management practices in the telecommunication sector of Pakistan (Islamabad) very little research work has done. To analyze and look at the effect of the HR practices (R&S, T&D, reward system, staff welfare) on the performance of employees in telecommunication sector of Pakistan (Islamabad). To examine the impact of HR practices Prior studies were done exclusively on reward system and Training. These researches were completed on constrained measurements of HR practices that include (career management, reward management, performance management, and organizational commitment). In the past studies foundation there is necessity to examine the impact of human resource management practices on performance of employees in telecommunication sector of Pakistan (Islamabad).

1.5 Research Questions

1. How HRM practices influences performance of Employee?
2. What is the relationship between HRM practices and performance of Employee?

1.6 Objectives

The objectives of the study are as per the following:

1. To determine the relationship among human resource management practices and performance of employees in telecommunication sector of Pakistan (Islamabad).
2. To examine the impact of human resource management practices on employee performance in telecommunication sector of Pakistan (Islamabad).
3. To encourage the leaders of telecommunication sector of Pakistan to pursue the appropriate human resource management practices which can enhance the employee performance of telecommunication sector.

1.7 Significance of the Study

This study shows the effect of human resource management practices on the employees' performance and in following ways it will be essentialness:

- In the lead position in the writing it will be of extraordinary.
- The aftereffects of this research work demonstrated that there is noteworthy impact of human resource management practice on worker's dedication.
- In Pakistan telecommunication sector through the awareness of the significance of human resource management practices director may form their human resource management policies and enhance the execution of telecommunication sector of Pakistan.

This research work will be valuable to the upcoming specialists. The administration of Pakistan telecom sector can increase critical data that are thus will be imperative for them as far recognizable

proof of the human resource management practices is concerned and their effect on organizational performance too.

Chapter 2: Literature Review

HR practices should be executed with the goal of advancing employees' performance thus this will upgrade Organizational Performance through enhancing Commitment of employees, clear Recruitment and Selection, Training and Development open doors for employees and Performance based Compensation of employees (Irfan Saleem, 2014). The level of worker's performance can be enhanced by human resource management practices (Khalid, 2014). There are positive connections between Training, Salary and Job Involvement with Employee Performance (Komal Javaid, 2014).

There is noteworthy relation among HRM practices (Career Planning, Compensation, Performance Appraisal, Employee Involvement and Training) and performance of employees (HASSAN, 2016). Human resource management practices have a significant and truly enormous connection with the performance of employee in Pakistan (Waqas Ilyas, 2016). T&D will provoke higher level job performance in workers and they will fulfil their responsibilities with a lot of duty with excellent performance (Sardar Osama Bin Haseeb Abbasi, 2016). Performance is enhanced with capabilities enhanced by training and development programs and moreover performance quality is increase between workers on the off chance that proper training is given to them. The gap among learning and capabilities controlled by the individuals and the abilities needed to perform viably and productively, supposed to be limited by making awareness between workers and in addition among administrators in regard to advantages of training and development (Sardar Osama Bin Haseeb Abbasi, 2016).

Each of those organizations who are interested in huge development by enhancing employee interest need to pay attention on R&S, Training, participation of employee and compensation

practices in order to the arrangement of progression. Foundation of more elevated amounts of compensation management practices, employee improvement and authoritative citizenship conduct that will prompt a larger amount of organizational performance.

Compensation management is emphatically connected with organizational performance (Ufone and Mobilink Company) (Muhammad Hamid, 2017). The two human resource management practices i.e. career practice and compensation practice have positive and factually noteworthy effect on performance of employees in telecommunication sector of Pakistan (Sadaf Razzaq, 2017). Foundation of larger amounts of compensation management practices, employees' advancement and authoritative citizenship conduct that will prompt a more elevated amount of organizational performance (Ayesha cheema, 2017).

Performance appraisal of the universities is sufficiently reasonable, exact then employee will be fulfilled and get spurred to improve their performance specifically and organizational performance by and large (Muhammad Asad khan1, 2018). HR practices (compensation, performance appraisal, and work configuration have an essential significant positive association with the performance of employee (Ehsan, 2018).

2.1 Employee Performance

For any business human resource or individuals at work are the essential part. In an association the employee performance can be explained as the behavior of an individual, attitude, and their motivation towards achieving organizational goals (Ali, 2012). HR takes employees as a most important factor to attain competitive advantage over competitors (Wright P. M., 2003). Many researches uncover that HRM practices of training, rewards and participation of employee have a significant relation with the performance of employee improve the efficiency of the firm (Ali,

2012), (Qureshi T. M., 2010). Unique opinions were discussed in many researches to clarify how performance of HRM practices have impact on performance of an employee and a common inclination shows that there's positive relation among human resource management practices and performance of individuals. Performance of an employee based upon singles factors like their knowledge, experience and skills (Vroom, 1964). Performance is approximately lead or it's all about what researchers do, not around what they convey or the eventual results of work they performed. Expected worker execution addresses the common conviction of a worker regarding his coordinate and obligations within the achievement of affiliation. Performance of employees can also be known as job performed by an employee at work place and it acts on the fulfillment of duties that are given to employees by upper management (Khan K. &.). In industrial and organizational psychology, the concept of performance of an employee as a dependent variable is widely used (Kahya, 2009). As performance of an employee is important part of organizations, so organizations must concentrate on the elements which enhance the employee performance (Abbas, 2009). Most important factor for any firm is their employees and the success and failure of firm depends upon the performance of employee (Hameed, 2011). Performance may define as the accomplishment of specific work on the standards which are known already like speed and cost and how correctly the task performed by employee defines the productive performance and moreover associations have number of anticipations about performance of employees, so those employees are known as productive performers when such expectation level of organization from the employee is meet (Sultana, 2012). Some previous studies open up the fact that HRM practices are favorably connected with self-improvement of an individual and performance of an individual (Hafeez, 2015). We could say performance of an employee is determine by results and the behavior

of an individual which come in when the jobs are accomplished by making use of particular skills and these outcomes are evaluated through different measures (Imran, 2015).

HRM have advantageous result on performance of people. Because of HR organization, the reasonableness will exchange on the lead of employees, that identifies a positive association. Study on employee performance were done by different affiliations since long time. Though the reality is that the performance assessment system was discussed by numerous, by and expansive, it looks like the performance assessment is an indistinct part of organizational life.

2.2 HRM Practices

HRM practices include T&D, wage, performance appraisal, staff welfare, R&S. These HR practices functions as a mediator between strategies and policies of a business (Dessler, 2007). HRM practices are perpetually connected with employee performance. For instance, (Marwat, 2010) have studied 7 HRM practices, and they observe their significant relationship with performance of employee. Those 7 practices comprised of clear job description, training, rewards, career planning, employee participation and performance appraisal. Human resource management practices are attracting, provoking, and keeping individuals to assure the existence of the business (Schuler, 1987). Human resource management practices are outlined and executed like that human assets plays a critical part in accomplishing the objectives of the associations (Delery J. E., 1996). The suitable utilization of human resource management practices emphatically impacts the level of boss and commitment of employees (Purcell, 2003).

Human resource management practices such as, preparing and improvement, execution appraisal encourages the workers to work superior in arrange to extend the execution of organization (Snell, 1992) (Pfeffer, Seven practices of successful organizations, 1998). This study enlightens four main

HRM practices, and they're Recruitment and selection, training and development, reward system, and staff welfare. We suppose that these four HR practices are considered as the most important business support that will improve employees 'readiness to put their effort in the place of work'. This research work critically shown the impact of these four variables on the performance of employees. The HR practices chosen for this research are based on its significance in connection to the industry chosen for the examination.

2.3 Recruitment and Selection

Recruitment and Selection is a procedure by which organizations appoint the more appropriate applicant for the desired job in lower cost (Sheehan, 2006). Recruitment is the method of looking for the most suitable applicant for desired job (Wright P. M., 2008). Selection is the method that comprises a chain of measures by which individuals are selected for the job (Sheehan, 2006). Many researchers have found significant positive relationship among Recruitment and Selection and performance of employee, for instance (Khan M. I., 2012) found significant positive relation among R&S and employee performance. A base on which any commerce stands is human resource administration. In current complex scenario and the competitive world, it has gotten to be extremely difficult to select perfect candidate for the working of the organization. Organizational performance alludes to what degree and organization achieves its corporate destinations. There are several signs for measuring organizational performance they're subordinate on the destinations of the organization. For a few organizations performance measuring strategies are: inventiveness, benefit, high rate of generation, adequacy, quality, etc. a research examined that there is significant positive relation among HRM practices (performance appraisal and R&S) and performance of organization (Sarwar, 2016).

The HR practices included Recruitment and selection while organizational performance was measured with perceived organizational execution and seen showcase execution. The consider clearly shown that the recruitment and selection has positive connection with perceived organizational and showcase performance. Organizational execution is separated into two sections a. Seen Organizational performance, b. Perceived Showcase performance. Recruitment and Selection is the method of inviting best suited candidate from within the organization and outside the organization to apply for employment in the organization (Raza S. R., 2016). Some researchers have also exposed that practices of R&S are not only means for increasing the performance level of a business and its employees (Alzyadat, 2015). For improving the organizational performance, managers are responsible for having awareness about the importance of recruiting the capable candidates, and selection of a competent individuals, and making exceptional policies for efficient hiring of individuals (Ekwoaba, 2015). Moreover, the poor selection procedure has a negative impact on performance of individuals and overall organizational performance (Mustapha, 2013). A research done on oil and gas sector in Iraq highlighted a strong positive relationship between recruitment and selection and performance of an organization (Saddam, 2015).

2.3.1 Concept of Recruitment

Recruitment is the finding of potential candidates for genuine or expected organizational opening. It can moreover be seen as act of bringing together those with occupations opening and has to fill the empty with those looking for the empty work. Recruitment and selection are the two stages of the business handle but there's a difference between them. The primary is the method of looking the candidates to fill distinguishes empty and invigorating them to apply for employments within the organization whereas the afterward involves the arrangement of steps by which the candidates are screened in arrange to choose the foremost reasonable people for empty positions. The essential

point of recruitments is to form collection of ability candidates to upgrade choice of best candidates for the organization, by drawing in increasingly planned representatives to apply within the organization while the essential reason of determination handle is to select the proper candidate to fill the distinctive positions within the organization. The enrollment handle is promptly taken after by the determination prepare, where the ultimate questioners and the choice producers makes the choice and the official arrangement.

Purcell and Wright (2007) in their think about highlighted five distinctive questions an organization should reply to have a compelling enlistment methodology to guarantee survival and victory. The inquiries are “Whom to hire?”, “Where to hire?”, “What enrollment methods to utilized?”, “When to hire?” and “What information to convey?”

2.3.2 Concepts of Selection

Selection is the moment step within the handle of man control arranging and acquisition. It is the method of choosing the right candidate that matches the work prerequisites within the organization. Selection handle in huge organizations may be long and will be more extensive for fabricating organizations and contrasts from one industry to other depending on the assignment and competitiveness of the industry. The conclusion result of each choice prepare is separated into two classes as chosen and not chosen whereas the chosen will move ahead for arrangement the afterward will be rejected.

Neeraj (2012) characterized selection as the method of picking people who have significant capabilities to fill occupations in an organization. It is much more than just choosing the most excellent candidate. “It is an endeavor to strike an upbeat adjust between what the candidate can

and needs to do and what the organization requires”. **Neeraj (2012)** Selecting the proper workers is critical for three fundamental reasons: execution, costs and lawful commitments.

2.4 Training and Development

T&D are the most important factor of human resource management practices that affects the organizational performance in a way to improve the individual’s behavior (Khilji, 2004). Training and Development is the method of improving the skills of employees and on the other hand helps change of behavior and attitude for the purpose of improving individual’s performance (Naris, 2009). Training operations directed to improve individual’s performance inside an organization (Qureshi T. M., 2010). Past studies found a positive relation between T&D and individuals’ performance (Naris, 2009). T&D is a method of developing attitude, required knowledge and skills by employees which facilitate them to achieve their tasks efficiently (Abiodun, 1999). T&D considered as important HR practices (Tzafirir, 2006). According to Armstrong in 2016 Training could be a correct way that enables workers to gain knowledge and skills in arrange to accomplish their tasks successfully with the consequent advancement within the behavior. T&D contribute emphatically towards organizational development. The goal of providing trainings to employees is to educate employees about company’s mission, their values, rules, and to provides technical knowledge for completing their tasks efficiently and effectively, and to eliminate all imperfections on tasks (Sari, 2009). It is a function of HRM that trains employees to improve job performance within organization (Raza S. K., 2017). On the job training is necessary for teachers in educational institution to improve their personal skills to administer their learning activities on a daily basis (Tariq, 2017). On the job training affects the level of self-confidence of an individual (Shirvani, 2015). Whereas to compete the business, all associations are much needed to maintain the workers up to date with current techniques and trends for performing the organizational tasks efficiently

for increasing organizational performance. People at work are the assets of an organization if employees are competent/qualified they accomplish their task efficiently and if they're not competent/qualified they don't (Neelam Tahir, 2014). All the activities linked with T&D have noteworthy impact on employee performance. Studies on T&D presented that these conducts have strong impact on individuals' performance and organizations. In Pakistan, organizations are trying to concentrate on T&D activities to increase the performance of organization through effectual training and development programs (Islam, 2015). Hence, employees ought to corroborate their worth of training to justify the capital (Sung, 2014). Development is method of planning and readying workers for later tasks and upcoming challenges (Kadiresan, 2015). Training can be operationalized correctly when it has proven that among all employees in organization which employee need to be providing training and in which specific areas they require training (Kum, 2014). Training and Development is an important function of HRM and individuals who participate in those trainings are more skilled and the performance level is also increased in contrast to others who have not joined these programs or show less interest (Javaid, 2014). Individuals have done loss to themselves by not participating in training and development programs. They may not be able to take part in training program due to several reasons such as they are overconfident about their skills and abilities and they feel like they don't feel desire to be trained or they may feel annoyed, whatever the reason was they are in loss as T&D programs would have enhanced their at a time abilities and skills and they would also be aware of their weaknesses and they would be able to tackle upcoming problems. Because of training and development programs workers face no issue in performing their tasks assigned by upper management to them as compared to other workers who have not taken part in training programs. Working methods are varying continuously, hence if workers are not given required knowledge or they doesn't get opportunity of learning they

face problems in performing their tasks, training is a continuous process so they are able to tackle upcoming problems in an efficient manner (Imran, 2015). The research done by (Sultana, 2012) in telecommunication sector of Pakistan demonstrated significant positive relation among T&D and performance of employee.

2.5 Reward System

Reward is the instrument that is commonly applied to direct the workers personal strengths and performance of work at work place. There is significant positive relation among reward, compensation and performance of employee, described in previous studies. It was evaluated that motivation and reward system have positive impact on employees' performance in return for task performed by them (Ayesha, 2015). A reward is the method of evaluating and compensating employees based on their performance. Stipend may incorporate Fundamental Pay, Extra minutes, Rewards, Travel/Accommodation Allowance, Stock Alternatives, Therapeutic Remittance, Commissions, and Benefit Sharing. A research done by Frye (2004) appears significant relation among remuneration and performance of organization. According to Collins and Clark (2003) Many firms utilized results-oriented remuneration to compensate workers. Brown et al., (2003) identifies results-oriented stipend emphatically impacts performance of employees. A research has showed that the fair allocation of reward can affect the level of employees' performance and motivation to its best (Jehangir, 2015). A study done by Huselid (1995) appeared a noteworthy relation among employee performance. Wright (2003) suggested that a successful HRM technique to combine execution and remuneration framework that upgrade employees desire to work successfully and proficiently. Teseema et.al. (2006) demonstrate a critical relationship among recompense and execution of employees. It is vital that boss see remuneration practices in a prosperous way as remuneration practices intensely impact representative enlistment, turnover and

efficiency. There was positive relationship among reward system and employees perceived performance (Ahmad, 2011). If the rewards are given to employees on the basis of their performance then this will increase their motivational level towards achieving organizational goals and objectives (Altarawmneh, 2010). The relationship was tested of reward system and performance of university teachers, and the results they found are both variables are positively correlated with each other (Shahzad, 2008). Rewards may be intrinsic or extrinsic or may be both, it depends upon the need of workers (Isa, 2016). Most of the studies had found positive relation among reward system and employees perceived performance (Al-Nsour, 2012; Mathauer, 2006; YAVUZ, 2004).

One of the most foremost critical components of remuneration management framework is reward. Much accurately, it comprises of three major classifications primarily, reward, compensation and the stipend. Commonly reward is taken as cash installment paid to representatives on the basis of their performance in an organization like financial motivations as a consequence of attaining expecting objectives.

Remuneration are for the foremost portion connected stressed among additional monetary incentives given to specialists in see of the trade agreement or alliance related organization e.g., entertainment allowance etc. Somewhat basic meaning suggested by Pearce carries considerable weight. Pearce recommended that reward in a roundabout way implies having a system structure in which the workers who are superior entertainers or are performing exceptionally difficult (imparting enormously in accomplishment of objectives of an organization) are remunerated way superior among those who are performing difficulty.

Reward administration is crucial portion of HR administration which move forward individual's efficiency in any association. Stipend bargains with plan along with the implementation support of emolument framework equipped to the advancement of execution of person, group and entire organization as well.

Reward is a proficient method of giving cash regarding laborer's considering way exceptionally work (that play its part in fulfilment of progressive targets) they done. Reward can accomplish many goals like making a difference in presence, improved work performance and extended job satisfaction.

2.5.1 Reward System and Employee Performance

Researches about has demonstrated that reward incorporates a positive impact on performance of employees. Studies has moreover shown that higher level of performance of employee connected specifically to higher quality or enhanced productivity in completing errands doled out that will at long last have a directly impact on entirety organizational execution. Rewards given to workers improve their efficiency and reduce their inclination to look for occupations in other associations. On the off chance that employees realize that their devotion, difficult work and execution isn't acknowledged only but moreover well compensated by managers, they are restricted to show way good performance with a view to urge better remuneration. Impact of rewards on performance of employees may well be extremely solid in a few organizations because it is communicated that more rewards for specialists will have the capacity to strengthen the advancement of crisp considerations, brilliant and new thoughts and employees' development.

In rundown, from the available literature it can easily be dissected that there are several hypothetical and observational study that illustrates a solid relation among HRM practices

(reward, performance appraisal, and work plan) and employees' performance.

2.6 Staff Welfare

Welfare could be a sort of money related or other help given to individuals in need and can take numerous shapes in different nations or settings. In most developed nations, it is given by the government. It may also be organized by charities, casual social bunches; devout bunches; or inter-governmental organizations such as the Joined Together Countries (Encarta dictionary 2010).

Welfare could be a wellbeing, bliss and prosperity of a person or a group, in connection with the total environment, biological, temperate and social angles. The word "Welfare" may recommend lot of opinions like state of well-being health, joy, success and they were mentioned above. So, staff welfare embeds both the economical angles of welfare. Social welfare is fundamentally bargaining with the improvement of the weaker regions of the society like discouragement of difficulty, poverty etc. Its main purpose towards social advancement is satisfied by implies social legislation, managements, activity and work. The goal behind financial welfare is to promote economic progress by increasing efficiency and dissemination by means of unbiases. Labor welfare have both the positive and negative angle. At the positive side, it gives openings that enable the individuals and their belongings to have a great life socially and individually, which moreover makes a difference to adjust in social move in regard to proficient life. On the other hand, staff welfare functions in arrange to counterweight the irritating impacts of expansive scale industrialization and gives a counter-balance to the repulsive social results and the labor issues which have evolved during move.

In present moment knowing about welfare is diverse from that of the postmodern times, although many scholars had examined the financial angles of welfare, social and spiritual categories have moreover been raised within the concept of well-being within the current age. In this way, what is

discussed today as well-being is much extensive than the past. In other words, within the modern millennium when thoughts of postmodernism have picked up the opportunity to be disclosed, such problems as institutional trust, health satisfaction, wellbeing fulfillment, and other humanitarian thoughts have brought together under the name of staff welfare. Nowadays, organizations realize the significance of human assets as the most crucial source of competitive edge. Current businesses are contesting for the introduction of welfare programs and the sum of consideration to staff to draw in and hold the manpower. In reaction to a wave of struggle for human assets, organizations contribute to staff welfare programs as well as supporting the staff and attempt to supply offices and comforts for their staff as much as conceivable (Taleghani, 2009). Staff Welfare could be a broad term which connects different administrations, benefits and offices that are provided to staff by managers. Those plans are beneficial for the employees which makes their life worth living.

Staff welfare contains all practices of a boss that are centered at providing facilitations to the staff with certain work places and administrations in expansion to compensation or salaries. The rationale behind giving welfare courses of action is to make proficient, solid, genuine and satisfied labor constrain for the organization.

The reason of providing such offices is to create them remain at place of work and have wonderful standard of living. Some advantages of welfare measures can be recorded as takes

after:

- i. Employees are given with more prominent mental and physical adjust programs along with advantageous environment.
- ii. They are centered on raising the already existing standard of specialists and their families by fulfilling distinctive comforts such as lodging plot, therapeutic help along

with important instructions and amusement relaxation. These makes a difference to form more intrigued and attention of staff in their work and rise their proficiency. Staff welfare measures increment the efficiency of organization and advance healthy industrial relations in this manner keeping up industrial peace.

- iii. Increase within the efficiency and sound industrial relations along with support for calm environment comes in conjunction with welfare needs of workers.

2.6.1 The Relationship between the Staff Welfare and Performance

Involvement has appeared that an organization can be effective as it were by depending on employees. Therefore, charitable organizations continuously pay uncommon consideration to persistent quality change of working by the staff, and such a behavioral design of supervisors comes about in diminished wastage and made strides item quality ultimately driving to expanded efficiency .When workers get it that the organization is concerned to their happiness and bolsters and helps its powers, they will relegate themselves as portion of the organization considering it their representation in this manner having a sense of adherence and dependability to the organization. In this case, they not as it were having more prominent motivating force and work more truly, but they decrease their strength against upsetting variables (Hosseini M, 2013). It is surprisingly successful to require under consideration the staff incentives to extend their viability and effectiveness. In other words, directors pay consideration to the important issue that the more viable the inspiration of workers, the more the effectiveness of employees (Nasiri Poor AA, 2012). The human assets are dependable for the assignments of an organization to achieve, and the individual's performance is the organization's performance (Isfahani S, 2005).

Viable arrangement of staff welfare offices could be a challenge for directors and analysts to meet the different needs of employees. It is a basic rule to supply welfare offices for staff and its effects

on inspiration and execution improvement, and in the long run, change of employees' performance rendering benefits to organizations.

Welfare management are successful on the workers performance (Kamkari K, 2014). Staff welfare influences employees' efficiency (EM., 2012). Research conducted by (Kamboi, 2013) appeared that welfare administrations played a major part in increasing performance of the workers. Logasakthi & Rajagopal (2013) examined the health, safety, and welfare of chemical industry workers and concluded that the security, wellbeing, and well-being are among the criteria for the advancement of labor efficiency.

Ahadi, Fathi and Abdolmahdi (2014) recommended that different welfare measures given by the boss instantly affect health, wellness, physical and mental wellbeing, and eventually advancement of generally effectiveness and productivity of specialists. The results of Naimi et al. (2012) appeared that there was a noteworthy positive relationship between the quality of working life and work performance.

2.7 Human Resource Management Practices and Employee Performance

The precise considers that connected human resource management practices and performance of employee were distributed by (Arthur, 1994; Huselid, 1995; Guest D. E., 1997). Hereafter a huge number of studies were carried out on distinctive divisions of distinctive nations. Most of the investigates showed positive relation among human resource management practices and performance of employees. Performance of employee is straightforwardly connected with the performance of organization. The prosperous businesses take human resource management practices as a most important factor that straightforwardly influences the performance of an employee. In 104 exploratory researches, human resource management was defined as a set of

workers managements practices (Boselie, 2005). A study shows seven important human resource management practices which are directly related to the performance of organization (Delery J. D., 1996). To be successful among all organizations, organization must hire talented and competent workers (Pfeffer, 1994). For the success or failure of the implementation of HRM practices, managers are responsible (Guest D., 2011). A study showed positive association among human resource management practices and performance of employees in telecommunication sector of Pakistan (Syed, 2012). HRM practices are one of the key factors for the success of the telecom sector of Pakistan (Yasmin, 2012).

2.8 Theoretical Framework

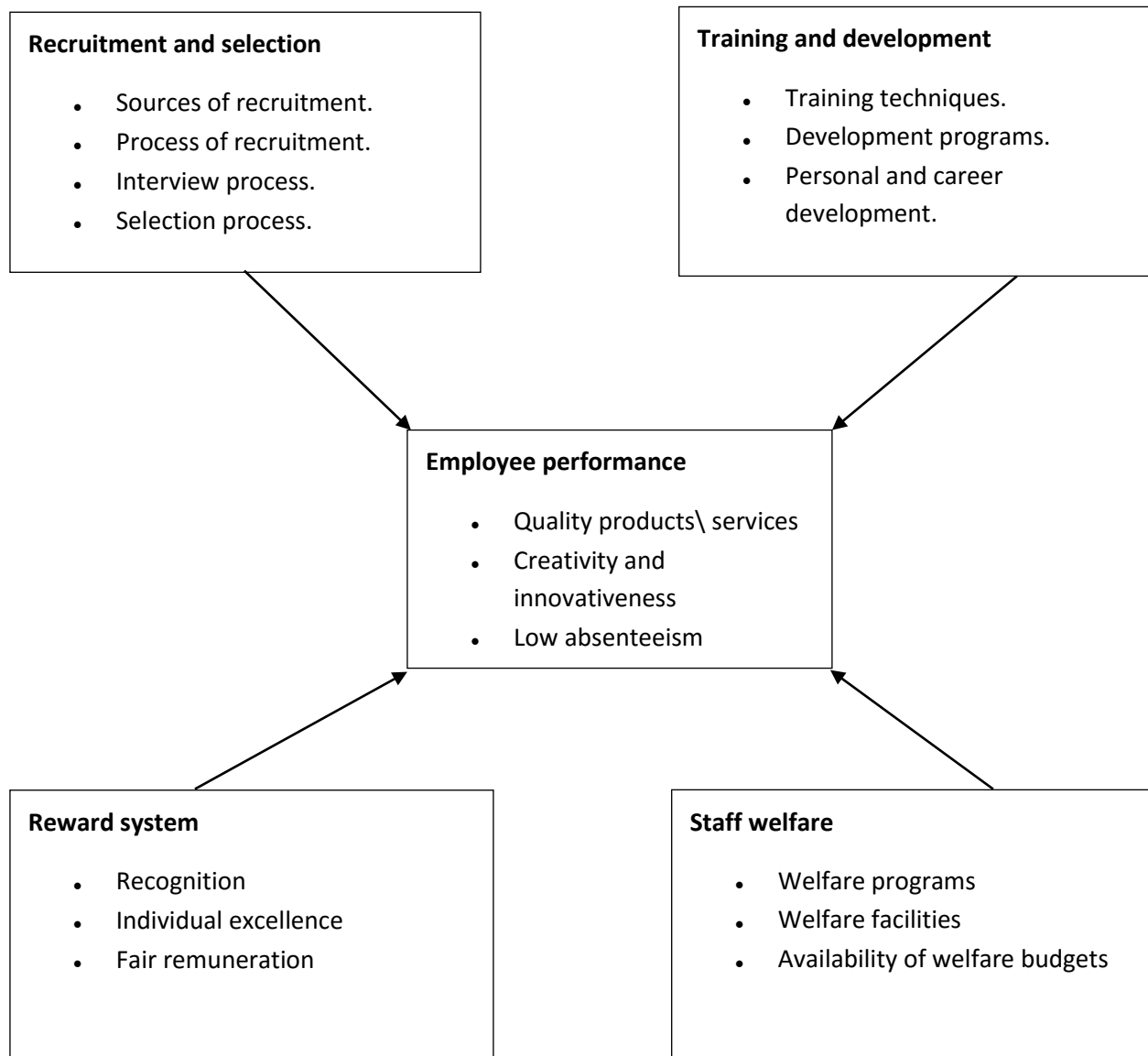


Figure 1: Theoretical Framework

2.9 Hypotheses

H1: There is a positive relationship between Recruitment and Selection and Employee Performance.

H01: There is no positive relationship between Recruitment and Selection and Employee Performance.

H2: There is a positive relationship between Training and Development and Employee Performance.

H02: There is no positive relationship between Training and Development and Employee Performance.

H3: There is a positive relationship between Reward System and Employee Performance.

H03: There is no positive relationship between Reward System and Employee Performance.

H4: There is a positive relationship between Staff Welfare and Employee Performance.

H04: There is no positive relationship between Staff Welfare and Employee Performance.

2.10 Operational Definition

Serial No.	Terminology	Definition

1.	Recruitment and Selection	<ul style="list-style-type: none"> • Recruitment: The way toward drawing in people on a convenient premise, in sufficient number and with suitable capabilities, to apply for job with an association. By Myrna L. Gusdorf
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		<p>Selection: The process of selecting best suited candidate from a pool of candidates for a specific post. By Myrna L. Gusdorf</p> <ul style="list-style-type: none"> • Recruitment: the method of generating a group of skillful individuals to apply for job in an association. Selection: The method through which employers use specific process to select out of group of candidates, an individual is most probably succeeded at work place, who fulfilled required organizational goals. By Ray French and Sally Rumbles • Recruitment: is a process of attracting a great pool of high-quality applicants to select the best among them. By Jovanovic (2004) Selection: the method of selecting those individuals from a pool of candidates, who is best suited for a particular position within organization. By Mondy
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<p>2.</p>	<p>Training and Development</p>	<ul style="list-style-type: none"> <p>Training: the process of affecting individuals' capabilities, knowledge, and attitudes for the purpose of improving individual, team, and organizational effectiveness.</p> <p>By Herman Aguinis and Kurt Kraiger</p> <p>Development: process of affecting individuals'</p>
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		<p>capabilities or knowledge in order to improve individual's personal growth.</p> <p>By Herman Aguinis and Kurt Kraiger</p> <ul style="list-style-type: none"> <p>Training and development are defined as a support to subsystem, designed to increase organizational efficiency by improving planning and sustainability of behavior.</p> <p>By Katz & Kahn</p> <p>Training is a method of changing individuals' behavior to make ready an employee for work or to enhance the performance of the employee on the current job, and development is readying a worker for enhancing the intellectual, problem solving, and social skills in difficult situation.</p> <p>BY Kllatt, Murdick & Schuster</p>
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		<ul style="list-style-type: none"> • Training is a method of acquiring the capabilities essential to execute a job and development is the capability to execute both current and future work. By Lussier • Training and development are a full-time struggle planned to enhance employees' abilities and systematize performance to increase skills and performance of employees. By George & Scott (2012).
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<p>3. Reward System</p>		<ul style="list-style-type: none"> • Rewards is the process of appraising and paying employees on the basis of their performance By Nathaniel et al. (2010) • Reward is the payment which an employee gets from an organization in exchange of providing their services. By Tze et al. (2012) • According to Edward (1993) Employees doesn't perform for free, many organizations does not provide services, therefore its necessary to pay them in any way for their struggle and time and that we name as rewards.

		<ul style="list-style-type: none"> • reward systems are the combination of interconnected processes and methods which combine to guarantee that reward management is operationalized efficiently to the favor of the business and the individuals who work there. <p>By Armstrong</p>
4.	Staff Welfare	<ul style="list-style-type: none"> • welfare is basically an attitude of mind on the part of the administration affecting the ways by which management activities are performed. <p>By R.R. Hopkins</p> <ul style="list-style-type: none"> • Staff Welfare defined as whatever done for the ease and improvement of the employees, and more wages paid to
		<p>them which is not a need of the organization.</p> <p>By Todd</p>

Table 1: Operational Definitions

Chapter 3: Research Methodology

The research quantitative in nature analyzing the relationship among human resource management practices and performance of employees in telecommunication sector of Pakistan (Islamabad). Questionnaire of (Akram Ali Jouda, 2016) is chosen for data collection. The reason behind the selection of this questionnaire was that the topic of the research was same and the practices of HRM used in this research was also same. The section one of the questionnaire was about demographics, and the section two was to evaluate the information related to HRM practices. data was collected from 150 employees of telecom sector that were Telenor, U-fone, Zong and Mobilink.

3.1 Research Design

This study depends upon the four independent variables that are recruitment and selection, training and development. Reward system, and staff welfare and one dependent variable that is employee performance. questionnaires were distributed to 200 employees of telecom sector of Pakistan (Islamabad).

The five- point Likert scale were used. Primary data source is used for the collection of data. SPSS software was used to analyze the data. Regression test had been applied to illustrate the relation among the variables. Furthermore, descriptive analysis applied to check the frequency and percentage of demographics.

3.2 Population

This research work is relying upon telecommunication sector of Pakistan (Islamabad) and questionnaires were distributed to the employees of telecommunication sector of Pakistan (Islamabad).

3.3 Sample Size and Technique

For the collection of data convenience sampling method was used. Questionnaires was distributed among 200 targeted respondents to get the data required for conducting analysis, from them 150 questionnaires were returned.

3.4 Research Instrument/Tools

At the time of constructing theoretical framework, secondary data collection method was used. The secondary data sources are internet, books, and journals, and many others. While, primary source of data collection had been used for collecting data to examine and making findings. Here the primary source of data is structured in the form of questionnaires. Structured questionnaire composed of multiple-choice questions. Five-point Likert scale were used. In this way the studies have used each primary and secondary data which facilitates in useful and accurate findings.

3.5 Data Collection

Self-administered questionnaire was distributed to the employees of telecommunication organizations for the collection of data. Respondents were asked to respond against each item of the questionnaire on the Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The respondents were asked to specify whether they are strongly disagree, disagree, neutral, agree or strongly agree to each question asked. The questionnaire was designed on two portions. portion

one was the demographics i.e., age, gender, education etc. Portion two was about dependent and independent variables.

Chapter 4: Data Analysis and Interpretation

Telecom sector of Pakistan were chosen for this study. For the collection of data 200 questionnaires were distributed to the employees of telecom sector of Pakistan (Islamabad). From them 150 questionnaires were returned. SPSS software was used to test the data. Firstly, collected data was coded into SPSS data file, then various tests were run. To analyze data, various statistical tests which were used are Descriptive Statistics, Regression Analysis, ANOVA. Demographics are not used to inspect their association with the performance of employee. Four independent variables (T&D, R&S, Reward System, and Staff Welfare) are used to examine their relationship with the performance of employees.

4.1 Reliability Check of Instrument

As the questionnaire was adopted from the research done in the Islamic University Gaza in Palestine. This questionnaire is valid for their research as they have done validity test. For this study, the reliability and validity of questionnaire in Pakistan were checked through Chronbach's Alpha test. In Chronbach's Alpha test if the reliability value is equal to or above then 0.70 then it means the questionnaire is reliable and considered as acceptable.

The values of reliability coefficients of Chronbach's Alpha are measured of four independent variables (recruitment and selection, training and development, reward system, and staff welfare) and one dependent variable (employee performance).

As in table given below first independent variable (recruitment and selection) which is measured by 12 items scale and the value of reliability coefficients of Chronbach's Alpha for this variable is .892 which is above then 0.7, for second independent variable (training and development) which is measured by 13 item scale, the value of reliability coefficients of Chronbach's Alpha is .847 which is above then 0.7, third independent variable (reward system) which is measured by

8 items scale, for this variable the value of reliability coefficients of Cronbach's Alpha is also above then 0.7 that is .897, the value of reliability coefficients of Cronbach's Alpha is .911 for the fourth independent variable (staff welfare) which is measured by 6 items scale. The last row in this table shows the value of reliability coefficients of Cronbach's Alpha for the dependent variable (employee performance) which is measured by 7 items scale and the value of Cronbach's Alpha is .924 which is also above then 0.7. As values of reliability coefficient of Cronbach's Alpha is higher than 0.7 for all variables (dependent and independent) so it means this questionnaire is valid for this research in Pakistan too.

Variable	No. of items	Cronbach's Alpha value
Recruitment and Selection	12	.892
Training and Development	13	.847
Reward System	8	.897
Staff Welfare	6	.911
Employee Performance	7	.924

Table 2: Reliability Assessment

4.2 Demographic Analysis

Table 3 shows from the total of 150 questionnaires 36 questionnaires were collected from Zong that makes 24% of total respondents, 36 questionnaires were collected from Telenor that makes 24% of total respondents, 39 by the employees of Jazz that makes 26% of total respondents and 39 were filled by the employees of Ufone that makes 26% of total respondents.

Company Name	Frequency	Percent %
Zong	36	24.0
Telenor	36	24.0
Jazz	39	26.0
Ufone	39	26.0
Total	150	100.0

Table 3: Organization of Respondents

Table 4 shows the gender of the respondents. Frequency shows from 150 of total respondents 118 respondents are male which makes 78.7% of total respondents, and 32 respondents were female which makes 21.3% of the total respondents.

Gender	Frequency	Percent%
Male	118	78.7
Female	32	21.3
Total	150	100.0

Table 4: Gender of Respondents

Table 5 shows the category of an employee. From the total of 150 respondents 13 respondents are from scientific category that makes 8.7% of total respondents, 35 respondents are from the technical category that makes 23.3% of the total respondents, and 102 respondents are from administrative category that makes 68% of the total respondents.

Category	Frequency	Percent%
Scientific	13	8.7
Technical	35	23.3
Administrative	102	68.0
Total	150	100.0

Table 5: Job Category of Respondents

Table 6 shows the age of the respondents. From the total of 150 respondents, age of 12 respondents ranging from 20-25 that makes 8% of the total respondents, 78 respondent's age ranging from 26-30 that makes 52% of total respondents, 48 respondents age ranging from 31-35 that makes 32% of total respondents, and the age of 10 respondents ranging from 36-40 that makes 6.7% of the total respondents, and remaining 2 respondent's age is above then 41 years that makes 1.3% of the total respondents.

Age	Frequency	Percent%
20-25	12	8.0
26-30	78	52.0
31-35	48	32.0
36-40	10	6.7
Above 41 years	2	1.3
Total	150	100.0

Table 6: Age of Respondents

Table 7 shows the length of the service of respondents. From the total of 150 respondents 76 respondent's service length is between 1-5 years, that makes 50.7% of the total of the respondents, 57 respondent's service length is between 6-10 years, that makes 38% of the total of the

respondents, 16 respondent's service length is between 11-15 years, that makes 10.7% of the total respondents, only 1 respondent's service length is between 16-20 years, that makes 0.7% of the total respondents, and the second last row of this table shows there's not any respondent whose service length is above then 21 years.

Service	Frequency	Percent%
1-5 years	76	50.7
6-10 years	57	38.0
11-15 years	16	10.7
16-20 years	1	0.7
Above 21 years	0	00
Total	150	100.0

Table 7: Service Tenure of Respondents

4.3 Descriptive Statistics

For this study, descriptive statistics are used for the representation of all the data set and summarize the whole data set.

Five-point Likert scale were used for all the measures and respondents were asked to respond against each measure on questionnaire. By descriptive statistics test the mean value for four independent variables one dependent variable are as follows:

As in table given below the mean score for first independent variable recruitment and selection is ranging between 3.6000 and 3.9933, mean score for second independent variable that is training and development is ranging between 3.6200 and 4.1867, for the third independent variable reward system the mean score is ranging between 3.6733 and 3.9467, mean score for the fourth independent variable staff welfare is ranging between 3.6867 and 3.8400, and the mean score for the one dependent variable employee performance is ranging between 3.7867 and 4.0000. Mean value represents the respondent's satisfaction with regard to human resource management practices in telecommunication sector of Pakistan (Islamabad).

Table given below shows the mean values and standard deviation for all measures.

Variables	Measures	Mean	Standard Deviation
	Q1	3.6000	.77719
	Q2	3.8533	.60631
	Q3	3.9400	.73485
	Q4	3.8400	.77788
	Q5	3.7400	.93715
	Q6	3.8400	.77788
	Q7	3.9400	.85318
	Q8	3.8867	.82362
	Q9	3.8333	.95830

Recruitment and Selection	Q10	3.9933	.79001
	Q11	3.9600	.80168
	Q12	3.9467	.77535
Training and Development	Q1	3.6200	.89495
	Q2	3.7867	.78224
	Q3	3.9133	.62323
	Q4	3.8267	.74857
	Q5	3.9867	.65525
	Q6	4.1133	.62965
	Q7	4.1000	.59922
	Q8	4.1400	.62423
	Q9	4.1133	.62965
	Q10	4.0067	.67054
	Q11	4.0933	.54768
	Q12	4.0467	.60575
	Q13	4.1867	.65933
Reward System	Q1	3.8333	.81444
	Q2	3.9467	.88830
	Q3	3.8800	.81034
	Q4	3.7733	.79551
	Q5	3.7200	.87562

	Q6	3.7933	.78831
	Q7	3.6733	.95886
	Q8	3.9200	.94493
Staff Welfare	Q1	3.6867	.77837
	Q2	3.7267	.81014
	Q3	3.8400	.81989
	Q4	3.7667	.82264
	Q5	3.7067	.84779
	Q6	3.7933	.90707
Employee Performance	Q1	3.7867	.80757
	Q2	3.8600	.85161
	Q3	3.8800	.80201
	Q4	3.8933	.80391
	Q5	3.9800	.78978
	Q6	3.8733	.85371
	Q7	4.0000	.94833

Table 8: Descriptive Statistics of Survey Measures

4.4 Correlation Analysis

Pearson correlation is attempted to examine the correlation among all four independent variables.

The results depict that there is significant correlation among all four independent variables.

According to the table given below the value of Pearson correlation between recruitment and selection and training and development is .603, that means they are positively correlated with each

other. The value of correlation for recruitment and selection and reward system is .634 that are also significantly correlated with each other. The value of correlation among recruitment and selection and staff welfare is .584 which means they are also correlated with each other. The correlation value between training and development and reward system is .487 and these two are positively correlated with each other. The value of correlation between training and development and staff welfare is .488 that also shows that they are positively correlated with each other. And the value of Pearson correlation between two independent variables reward system, and staff welfare is .655 that also shows that they are positively correlated with each other. As shown by all values of Pearson correlation for all independent variables there is significant positive correlation between all four independent variables.

Variable	R&S	T&D	Reward System	Staff Welfare
R&S	1			
T&D	.603	1		
Reward System	.634	.487	1	
Staff Welfare	.584	.488	.655	1

Table 9: Correlation Matrix **correlation

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

4.5 ANOVA

In the table given below the results of ANOVA depicts the fitness of the model. The table shows significant value at .000 which means that the model is statistically significant.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	565.104	3	188.368	38.669	.000
Residual	954.771	196	4.871		
Total	1519.875	199			

Table 10: ANOVA

4.6 Regression Analysis

Variable Name	Beta	Sig.
Recruitment and Selection	.222	.014
Training and Development	.151	.050
Reward System	.039	.055
Staff Welfare	.397	.000

Table 11: Results for Regression

4.6.1 Recruitment and Selection

To assess the impact of recruitment and selection on the employee performance, a multiple regression model is applied. The results show the significant relationship between recruitment and selection and employee performance at **p** value is **.014** and the value of Beta is **$\beta = .222$** . In this case, the **H1** hypothesis is accepted which stated that R&S impacts the employee's performance while **H0** is rejected. In any services sector, the selection criteria for a specific job holds a key role for the performance and for the satisfaction of that job. Only a relevant and skilled

person for the specific job could perform accordingly. For example, in the field of telecommunication services, the job of customer relation officer holds an important role. So, companies hire only those employees who are good at lingual skills and hold a higher confidence while communicating with the customers. If a person is highly educated, but doesn't have skills enough to satisfy the customers, he won't be a fit person for direct communicative job no matter how highly educated he or she is. At the time of recruitment, the employees are mostly recruited by conducting written tests or by interviews. The board of directors engages the persons to conduct interviews or tests who are highly skilled and are good on assessing the persons who are declared eligible for the tests or interviews. The employees are hired by testing them on some pre-defined criteria or scale. That is the reason that the result is showing a very significance impact of R&S on employees' performance.

4.6.2 Training and Development

The results of regression analysis show that there is positive significant relationship between training and development and employee performance at **p** value **.050** and value of the beta is **$\beta=.151$** . In this condition, hypothesis **H2** is accepted that training of the employees do affect the performance, while **H02** is rejected.

The learning process of a human never ends till the end of its life. With every new knowledge we learn new skills and expertise. To enhance the performance of the workers, organizations or firms arrange workshops, trainee courses or other skill enhancing programs. The purpose of these knowledge base activities is to enhance and to increase the skill level of the employees. In telecommunication sector, technology is the most basic element to run the business. In this era the technological progress is expanding at a very high rate and companies has have to follow the latest technological advancement to remain in the market. So, in this field the necessity and the impact

of the employee's training can't be ignored. Thus, the results show that the impact of the employee's training programs is very high on the performance.

4.6.3 Reward System

The results of regression analysis show positive relationship among reward system and employee performance at p value **.055** and value of the beta of the reward is $\beta=.039$. Which shows that reward system does impact the performance but not a very high rate. In this situation, **H3** hypothesis is accepted while **H03** is rejected.

Through studies, it has been assessed that the reward system mostly impacts more significantly to those employees who are performing their duties on higher posts such as General Managers, Directors of the different sections or the other executive. Secondly, the type of the reward also may vary with the position or the post of the employees. For example, company is offering a tour to a foreign country with family as a reward. Now, such type of reward is more useful for the employees who are earning higher salaries as compare to those who are not. A general manager may enjoy this reward because he has no financial issue due to his higher salaries, on the other hand, a customer care service provider may reject this offer because of its affordability. So, when the firm announces rewards for the employees, these should be according to the actual need of the workers.

4.6.4 Employee Welfare

Results shows that the impact of employee's welfare is the highest value as compare to the others. As the value of p is **.000** and the value of the beta is $\beta=.397$. The **H4** hypothesis is accepted while **H04** is rejected.

The welfare of the workers could be in the shape of any facilitation provided by the firm or organization. It could be in the form of medical facilities, accommodation of the employees, pick

and drop services, provision of allowances or any other incentive-based support for the employees. These types of direct incentive help to decrease the other tensions of the employee. For example, if a firm offers free of cost yet very high-quality health services to its employees, then such type of incentive shall reduce their tension for the medical treatments or to deal with the health-related issues. Through the research it has been assessed that the firms or organization which provide more incentive-based facilities to its workers, the performance of the workers is higher in them. So, the welfare of the employees also impacts the performance of the employees.

Chapter 5: Discussion, Conclusions, and Recommendations

5.1 Discussion

This research mainly focused on the impact of human resource management practices on employee performance in telecommunication sector of Pakistan (Islamabad). To examine the impact of human resource management practices on employee performance four dimensions of HRM (recruitment and selection, training and development, reward system, staff welfare) were taken. Four hypotheses were established to examine the relationship between these four HR practices and employee performance. All four hypotheses were accepted that were also supported through earlier studies. All four HRM practices (R&S, T&D, Reward System, Staff Welfare) have significant positive relationship with employee performance in telecommunication sector of Pakistan (Islamabad). Organizations must pay attention on effectual implementation of human resource management practices to enhance employee performance for the success of the organization.

5.2 Conclusions

This research contributes in understanding the impact of human resource management practices on the employee performance in telecommunication sector of Pakistan (Islamabad). As employees are considered as the most important factor so organizations can only achieve competitive advantage in this competitive business environment through the effective implementation of HRM practices. Particularly for the impact of human resource management practices in the telecommunication sector of Pakistan (Islamabad) very little research work has done. To examine the impact of HR practices Prior studies were done exclusively on reward system and Training. These researches were completed on constrained measurements of HR practices that include (career management, reward management, performance management, and organizational

commitment). In the past studies foundation there is necessity to examine the impact of human resource management practices on performance of employees in telecommunication sector of Pakistan (Islamabad).

This research work is done to analyze and look at the effect of the HR practices (R&S, T&D, reward system, staff welfare) on the performance of employees in telecommunication sector of Pakistan (Islamabad). For the collection of data Random sampling method was used. Questionnaires was distributed among 200 targeted respondents to get the data required for conducting analysis, from them 150 questionnaires were returned. Five-point Likert scale were used for all the measures and respondents were asked to respond against each measure on questionnaire. Collected data was coded into SPSS data file, then various tests were run. To analyze data, various statistical tests which were used are Descriptive Statistics, Demographic Analysis, Chronbach's Alpha, Regression Analysis, and ANOVA. The results of this study show that there is significant positive relationship among human resources management practices and employee performance in telecommunication sector of Pakistan (Islamabad). Human resource management practices play an important role in enhancing the employee performance and overall organizational performance. As high employee performance resulting in increase in organizational growth, and profitability. In other words, the success of an organization depends upon the effective implementation of HRM practices. In recent years tremendous development has encountered in telecom sector of Pakistan. To benefit by developing business sector, telecom organizations require perfect individuals for the correct Job, for this implementation of HRM practices is essential for this sector. The focus of the researchers can be created by emphasizing on the advantages of HRM practices and a greater number of researchers needed to be done on these variables so that the

managers may be encouraged that it's a win-win situation if they focused on the effective implementation of human resource management practices.

5.3 Recommendations

As it is clear from the findings of this research that human resource management practices (T&D, R&S, Reward System, Staff Welfare) have a significant positive impact on the performance of the employees so it is suggested that managers should focus on the implementation of human resource management practices in order to achieve organizational goals or improve overall organizational performance. organizations must conduct training programs or their employees relevant to the needed skills and capabilities required for achieving organizational goals. Businesses should make use of a variety of reward programs to drive individual's behavior that will enhance their performance and in result it will increase the overall organizational performance. Individuals job performance must be taken into consideration as a crucial element to determine the reward of performance of an employee. Effective recruitment and selection process should implement in an organization to hire right candidate for right job. Staff welfare programs should be implemented in organizations as it influences employee performance and plays a major part in increasing performance of the workers. As human resource management practices (R&S, T&D, Reward System, Staff Welfare) plays an important role in enhancing employees' performance so managers should focus on effective implementation of these practices in an organization.

5.4 Limitations and Future Research

This research study was limited to the telecommunication sector and the city chosen for this study was Islamabad, so the findings of this research cannot be generalized to other cities and sectors. In

future the research can be extended to other cities of Pakistan as well as other industries can be selected for getting more significant results. This research examined only four HRM practices which are recruitment and selection, training and development, reward system, and staff welfare, so other HRM practices can be used for further research to get clearer concept about the important determinants of employees' performance. As this study was done in limited time period therefore the small sample size was used for this study, so in future large sample size can be used in order to get more generalized findings. This study was done in private telecommunication sector, while comparative study can be done among public and private sector.

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Appendix

Questionnaire

All the information you provide will be strictly confidential and will be used solely for this study. It's a request to fill it with honesty, without any bias.

SECTION 1: RESPONDENT PROFILE

1. Name of the organization-----

2. Gender

MALE

FEMALE

(Tick where applicable)

3. Category of employee

Scientific

Technical

Administrative

(Tick where applicable)

4. Age of respondent

20-25

26-30

31-35

36-40

Above 41 years

(Tick where applicable)

5. Highest level of education

Certificate

Diploma

Degree

Masters

Phd

(Tick where applicable)

Others (specify) -----

6. Length of service
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- Above 21 years

(Tick where applicable)

7. Position held-----

8. Duties and responsibilities-----

**SECTION II: INFORMATION ON THE INFLUENCE OF HUMAN RESOURCE
MANAGEMENT PRACTICES ON THE PERFORMANCE OF EMPLOYEES OF**

TELECOMMUNICATION SECTOR OF PAKISTAN

The following statements relate the way in which you perceive the human resource management practices in your organization. For each statement, you are asked to mark an X in the box that best describes your response where;

1. is strongly disagree
2. is disagree
3. is neither agree nor disagree (Neutral)
4. is agree
5. is strongly agree

A. RECRUITMENT AND SELECTION

		Strongly disagree	Disagree	Neutral	Agree	Strongly
		1	2	3	4	5
1	The organization recruits immediately where positions are declared vacant.					
2	The organization fills vacant positions both from internal sources and external sources.					
3	The organization has a policy which guides in recruitment activities.					
4	The staff are made aware of an existing vacancy or vacancies.					
5	The employees are involved in making decisions regarding employment.					
6	There is transparency in the short listing of job candidates.					
7	All divisional/departmental heads are involved in the selection process.					
8	Only candidates with the relevant skills are considered during the selection process.					
9	The organization does not encourage the influence of external forces during the selection process.					

10	The organization takes into consideration affirmative action during the recruitment and selection of staff.					
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11	Interview process is as per rules.					
12	The organization acknowledges all application letters as a sign of seriousness on its part.					

B. TRAINING AND DEVELOPMENT

		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	People are properly oriented and trained upon joining the organization.					
2	The organization does provide regular opportunities for personal and career development.					
3	Innovation and creativity are encouraged in the organization.					
4	The organization has career development activities that help an employee identify/improve abilities, goals, strengths and weaknesses.					
5	The organization accords equal training opportunities for all cadres of staff.					
6	After formal training, the organization recognizes the employees' efforts.					
7	The organization has put in place well elaborate development programs (such as workshop and seminars) aimed at improving performance of employees.					

8	The workshops and seminars organized by the organization are relevant to the needs of the organization.					
9	The organization workshops both within and outside its premises.					
10	The organization embraces both on the job and off the job trainings.					
11	There is an elaborate policy in the organization to guide on training and development activities.					
12	The organization has set up a committee that reviews and evaluates training needs assessment.					
13	There is a budget set aside in the organization to cater for training and development activities.					

C. REWARD SYSTEM

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	Employees are given positive recognition when they produce high quality work.					
2	The organization pays well.					
3	The organization offers good benefits package compared to					

	other organizations.					
4	The organization values individual excellence over team work.					
5	The organization offers good opportunities for promotion.					
6	Employees in the organization are given salary increments when they meet their targets.					
7	The employees who perform are the ones who are highly paid.					
8	There is fairness in the manner in which the reward system is managed in the organization.					

D. STAFF WELFARE

		Strongly Disagree	Neutral	Agree	Strongly Agree	
		1	2	3	4	5
1	The organization has put in place staff welfare programs.					
2	The staff welfare programs in the organization motivate employees.					
3	The welfare facilities in the organization are easily accessed by all employees.					
4	The employees in the organization are involved in formulation of staff welfare policy.					
5	The organization accords all employees equal treatment on matters related to staff welfare.					
6	There is adequate budget in the organization to cater for staff welfare programs.					

E. EMPLOYEE PERFORMANCE

		Strongly	disagree Disagree	Neutral	Agree	Strongly
		1	2	3	4	5
1	The work performed by employees in the organization is of high quality.					
2	Employees in the organization usually meet deadlines while accomplishing their tasks.					
3	The employees in the organization achieve their specified targets.					
4	The rate of absenteeism by employees in the organization is low.					
5	Employees in the organization are creative and innovative.					
6	The employees in the organization are encouraged to appraise themselves.					
7	Employees in the organization are aware of the organizational objectives, mission statement, vision and objectives it intends to achieve.					

Thank you for your cooperation.