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Factors Affecting Employee Performance in the Public Sector of Pakistan

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Abstract

The study sheds light on the factors affecting employee performance in the public sector in Pakistan. This research examined organizational culture, job satisfaction, training & development, and performance appraisal as independent variables. While the dependent variable was employee performance. Pakistan's public sector is chosen for the study of the above variables. Data is obtained quantitatively using a 5-Likert scale-based adaptive structured questionnaire. Responses from 82 respondents (public sector employees in Pakistan) are gathered using a purposive sampling technique. Responses are analyzed using SPSS Software, which performs statistical tests (such as correlation and regression). Employee performance in Pakistan's public sector is found to be favorably influenced by aspects such as organizational culture, job satisfaction, training and development, and performance appraisal. Results reveal that improving organizational culture, job satisfaction, training and development, and performance appraisal have a significant impact on employee performance in Pakistan's Public Sector.

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Chapter 1

INTRODUCTION

1.1 Background

For an organization to be successful, its employees must put in their best work. Employees are an organization's operational capital, and their efforts are critical in achieving the goals set forth by the senior management. In both organizational psychology and HRM, one of the most central themes is employee performance. (Campbell, McHenry, & Wise, 1990). In this era of intense competition employees i.e. the human resource of an organization can serve as an area of competitive advantage. While in the public sector which is the area of emphasis of this study employees are responsible for effective policy implementation and can inadvertently improve governance and public administration. Therefore it is essential that the factors impacting job performance may be explored.

1.2 Contextual Analysis

There are three levels of government in Pakistan's public sector which consists of the federal government at the highest tier, the provincial government at the middle tier, and the local government at the lowest tier of government (Bureau), 2009). These tiers of government comprise a plethora of ministries, divisions, departments, regulatory authorities, and state-owned enterprises. The HR practices of some of these organizations vary. However, a great deal of uniformity and standardization can be found between these organizations across all stages of the HRM process including the selection of employees for the organization, as well as their selection for promotion, appraisal of their performance in the workplace, and compensation.

1.3 Research gap

Various studies have been undertaken over the years to determine the value of management approaches in raising the overall performance of organizations. The study's main objective is to find managerial practices that can boost the performance of an organization. Many academics, on the other hand, believe that organizations' inability to improve their performance is due in large part to a lack of knowledge about management approaches (Kerdpitak & Jermsittiparsert, 2020). In the literature, there is little conclusive evidence that management practices favorably impact employee performance. Until recently, there has been little investigation into the relationship between management techniques and employee performance (Moustaghfir et al., 2020). However,

the majority of the research has failed to give any empirical data regarding the relationships between management methods and their effect on employee performance, which in itself is a significant research gap needed to be addressed (Reddy, 2021). That's why this investigation will look at how HRM factors in Pakistan's public sector affect employee performance.

1.4 Problem Statement

Human Resources factors are important aspects for organization, especially in the public sector as it is experiencing numerous issues as a result of inappropriate handling of HRM factors (Kalisa, 2021). Lack of focus given to HRM factors has been resulting in a significant decline within the performance of organizations (Battu & Lakku, 2020). In 21st century, understanding of HRM factors and handling them in an effective manner has been the biggest challenge which organizations are experiencing in the world (Gosnell et al., 2020). For understanding how HRM factors could be improved, it is necessary to understand their concept and their importance. Prior studies have addressed the importance of best HRM practices and its relationship with employee performance. The studies showed that firms still suffer from inefficient utilization of HRM practices (Kalogiannidis, 2020). Researchers in the past have provided different evidence concerning the relationship between HRM factors and employee performance. However, to the best of our knowledge, there lack of research work concerning the relationship among management techniques and employee performance in developing countries (Jashari & Kutllovci, 2020). Pakistan is one of the fastest growing economies of Asia, yet there has been lack of studies carried out locally for drawing an understanding of the influential impact that HRM factors and practices have on employee performance (Anwar & Abdullah, 2021). Lack of research work in Pakistan regarding the relationship between HRM factors and employee performance has resulted in causing lack of awareness among organizations about the importance of HRM factors and their crucial role in handling performance of employees (Ismail et al., 2021).

Little work has been done in the past that might intend to analyze the different factors which influence or impact employee job performance within Pakistan's Public sector. Pakistan's Private sector has been quite dynamic where it has been observed to evolve and emulate many best practices of HRM transmitted from abroad. Whereas, Pakistan's Public Sector is considered to be very rigid with archaic practices in place. The same systems and HR practices have been in place for decades. This has meant that the shortcomings in the HR management system of the public

sector might be related to the greater problem of poor governance found within the country. In light of the aforementioned circumstances, a study is warranted which determines the major factors which influence employee job performance within Pakistan's Public sector.

1.5 Research Questions

Q1: Does organizational culture affect employees' job performance?

Q2: Does job satisfaction affect employees' job performance?

Q3: Do training and development affect employees' job performance?

Q4: Does performance appraisal affect employees' job performance?

1.6 Aim and Objectives of the study

Finding out more about how MOCC (Ministry of Climate Change) employees' job performance is affected by organizational factors is one of the study's primary goals. The following are the study's goals:

(i)   To determine the effect of organizational culture on employees' job performance.

(ii)   To determine the effect of job satisfaction on employees' job performance.

(iii)   To determine the effect of Training and Development on employees' job performance.

(iv)   To determine the effect of performance appraisal on employees' job performance.

1.7 Significance of the study

This study is one of the first attempts to explore the factors affecting job performance in Pakistan's Public sector. It might unearth such aspects and may contribute immensely to the existing literature on public policy, management studies, and human resource management. Furthermore, it is an attempt to some extent, intended to fill a few of the gaps in the vast void of knowledge related to organizational factors that exist in Pakistan. This study has done so, by attempting to investigate the major organizational factors which could be impeding organizational efficiency in the public sector of Pakistan. Where previous studies have focused only on the private sector. This study will aim to provide a deeper insight into the major impediments to organizational efficiency

in Pakistan. Also, as a result of the information obtained from this study policy prescriptions for organizational reform for the adoption of the best HRM practice can be made.

Chapter 2

LITERATURE REVIEW

2.1 Organizational Culture

Organizational culture has been referred to by a variety of scholars. Since there are so many different ways to describe organizational culture, there are many different ways to describe it. Many authors have recognized people, the organization's particular value and flair, and how activities are carried out in the organization as contributing factors to the culture of an organization (Lee, Yu, & Kelvin, 2004). A company's culture is referred to as "corporate culture" (Abu-Jarad, I. Y., Yusof, & Nikbin, 2010). In the context of an organization, "corporate culture" is a term that refers to an organization's culture that has been marketed. It is usual to think of an organization's culture as a collection of essential values and practices that have been handed down through the ranks (Alvesson, 2012). One of the most important aspects of an organization's future is its culture. The "normative glue" that holds a corporation together has been described as the "culture" of the organization (M.Tichy, 1982). In the words of (Forehand & Von Haller, 1964), an organization's culture is distinct from that of other organizations. A more inclusive definition of culture is "success-oriented principles and practices that are passed down to new members" (Schein, 1990).

Professionals when it comes to human resource management might use organizational culture as a component of their inspections (Abu-Jarad, I.Y., Yusof, & Nikbin, 2010). The culture of an organization is reflected in the perceptions of all those who work there on a consistent basis. (Choueke & Armstrong, 2000). An organization's culture's adaptability and robustness can be assessed from a number of perspectives (adaptive or nonadaptive). To assess organizational cultures, there is a wide range of methodologies that all yield models and concepts that are theoretically separate but conceptually comparable. A few examples of several sorts of culture that can be described in this way include clan, achievement, bureaucracy, hierarchy, adhocracy, communal, the market, networked, fragmented, or mercenary culture (Yiing & Ahmad, 2009). According to (Wallach, 1983), organizational cultures can be classified into three categories: bureaucratic, inventive, and supporting. For example, there are no identifiable lines of power and accountability in the culture of bureaucracy because of its structure and classification. When an

organization has a culture of innovation, it means that people are inspired and motivated to succeed. People-oriented, constructive, and trusting work environments are on display in a friendly culture.

Organizational culture can be defined as a social group's basic cohesiveness and the amalgamation of a single component into a higher standard (Schein, 1990). Organizational culture can be defined in terms of shared values, which some organizations do (Robbins, 2005). According to the authors, the rules and ideals of an organization have a major impact on everyone engaged (Shahzad, Luqman, Khan, & Shabbir, 2012). While customs and norms may go unnoticed, the authors argue that if an organization is serious about improving staff productivity and profitability, it should start there. (Kandula, 2006) discovered a strong and direct link between an organization's success and its corporate culture. For example, when it comes to the influence of an organization's organizational culture on its performance, (Magee, 2002) also comes to the same conclusion.

2.2 Job Satisfaction

It is possible to measure job satisfaction in a variety of ways, according to academic articles. "A cheerful or outstanding state of mind obtained from the evaluation of one's employment or workplace familiarities," is how Locke (1976) defined "work pleasure." An employer's compensation, working conditions, and relationships with coworkers and superiors are only a few aspects considered while evaluating a position (Berghe & Hyung, 2011) When compared to previous experiences, current expectations, and available options, employment is defined as a job (Balzer, et al., 2000). Employee satisfaction is defined as a "response to one's work in a variety of ways "(Hulin & Judge, 2003). As a result, job satisfaction is as much a sensation as it is a concept.

Being happy at work is a mental state that can be either a feeling or a judgment (Hulin & Judge, 2003). As a conceptual activity, judgment is distinct from an emotional or physical reaction. Satisfaction and attitudes are used interchangeably (Saari & Judge, 2004), encouraging the assumption that job contentment is an achievable goal. Emotional, cognitive, and behavioral components all play a role in job satisfaction. To sum up, the emotional and cognitive components of a job description are a person's feelings and beliefs about their work environment. There's often

some sort of link between the two of them. The behavioral element is used to evaluate behavioral objectives such as being punctual and diligent in the workplace (Saari & Judge, 2004).

People's moods are influenced by their surroundings in the workplace. Because work is so intertwined with daily life, one's overall happiness might be influenced by one's level of job satisfaction (Berghe & Hyung, 2011). Managers should keep an eye on both job satisfaction and life satisfaction as a result of this study, which shows that they are interwoven (Poyrazli, Yesilyaprak, & Milliogullari, 2012). Employees arrive with a unique mix of goals, aspirations, and life experiences that impact their approach to work. What employees think about their occupations will be influenced by how an organization responds to these demands. The way employees view their work and the perks they receive have an impact on their degree of job satisfaction (Dizgah, Chegini, & Bisokhan, 2012).

The level of job satisfaction and the output of employees are linked. It is widely accepted that a positive work environment has a significant impact on productivity (Dizgah, Chegini, and Bisokhan, 2012). The researchers found a direct correlation between the two variables. According to, there is a substantial link between job happiness and output (Coomber & Barriball, 2007). The more content employees are with their work, the better they perform, and this is a logical conclusion to draw about the relationship between job satisfaction and productivity.

2.3 Training and Development

The goal of human resources management training and development is to boost an organization's worker productivity. Capacity building, development of employees, and development and learning have all been used in the past to describe it. The term "training" is often used to describe the development of someone's abilities, viewpoints, or actions. (DeCenzo & Robbins, 1998). Training in this context focuses more on what an individual needs to know and do today than what they may need in the future. Rather than focusing on the employee's current activities and obligations, individual development focuses on what the person will be doing in the future. Either phrase or both can be used interchangeably by a consultant who focuses on the impact of training and development on an individual's performance.

Training is necessary for everybody who wants to gain new knowledge. A person's current skills and knowledge can be honed, new information can be acquired, and new options can be evaluated to help them perform more efficiently and effectively. Well-executed training programs can also help individuals develop their skills and attitudes, which they can then use in the workplace (Montana & Charnov, 2000). Training's ultimate goal is to have a long-term impact. People's attention is drawn to the significance of reintegrating their newly learned skills and ideas into their current roles at work through clear action steps and responsibilities. Training can increase a person's abilities. Many different methods of training can be employed to assist employees to develop their abilities and habits (Karlan & Valdivia, 2011). The two concepts of education and training are frequently considered to be intertwined. It is possible to avoid problems from occurring in the first place by addressing employees' capacities and performance gaps through hands-on training techniques.

Workplace problems can be remedied both before and after they become an issue through the use of development (Aguinis & Kraiger, 2009). Building the capacity to achieve a new favorable condition that ultimately benefits both organizations or communities and the planet as a whole is the sole purpose of development, (Garavan & Heraty, 1995). The most effective ways to improve performance at all levels, including the team, department, and institution as a whole, are examined from a development viewpoint in organizations. Because the group or supervisor is seeking ways to keep moving forward and improve their current relationships and job performance, not because something is wrong. For the Development process, resolving a problem or issue means creating approaches that can be applied to any group (Karlan & Valdivia, 2011).

Long-term efforts to improve employee performance through a variety of educational techniques and approaches set organizations apart. In today's world, providing training in highly specialized work skills and long-term professional growth is typical practice. In today's workplace, training and development are increasingly taking the place of human capital (Karlan & Valdivia, 2011). To describe internal promotions and employee education, the words "training" and "development" have become commonplace. However, despite their similarity, the idioms have vastly different meanings and contexts. As a general rule, training plans include highly defined and measurable objectives like operating a certain piece of equipment or learning a specific skill. Development

programs instead stress the acquisition of general abilities that can be used in a variety of circumstances, since individual tasks can be completed in a variety of contexts. If you want to learn more about this, go to (Aguinis & Kraiger, 2009).

According to (Singh & Mohanty, 2010), one of the most effective ways to boost employee productivity is through training. Employee performance is strongly linked to training and development, according to the researchers. Similar findings were made by (Sultana, Irum, Ahmed, & Mehmood, 2012), who recommended that the organization increase its training and development investments to improve employee performance and abilities. As a result, improving employee productivity necessitates investing in training and development.

2.4 Performance Appraisal

Employees are evaluated on a variety of factors such as job knowledge, output quantity and quality, leadership qualities, work attitude, punctuality, and cooperation, as well as various other factors like health and well-being during a formal performance evaluation (Reddy, 2021). A number of terms are used to describe performance appraisal, including performance evaluation, performance rating, performance assessment, merit rating, and performance review. A performance review is used to plan for an employee's long-term development. To ascertain a worker's worth to the organization where he or she currently works, this method is commonly applied (Al Ahbabi et al., 2019). Analysis of job requirements and performance evaluation are entwined because the standards for job performance are determined before the position is created, and productivity is evaluated against a certain standard, which is referred to as performance appraisal. To ascertain the best employees for the organization, the process of preparing performance reviews is critical. Using performance evaluations, companies may identify, recruit, and retain highly efficient workers (Battu & Lakku, 2020).

When developing a performance evaluation process, it is vital to examine the most appropriate method of evaluation. Many methods exist for measuring the amount and quality of work done by employees in an organization (Jashari & Kutllovci, 2020). In performance management, performance appraisal is a critical component. Organizations can gain a competitive advantage by assessing and correcting the performance of their personnel. Decisions on wage hikes, bonuses,

and promotions are made based on evaluations of performance (Khoreva & Wechtler, 2018). Employees' talents and abilities can be discovered through a systematic review of their performance, which can then lead to training and development opportunities. There are numerous ways to evaluate performance. A performance evaluation may be seen as an investment made by an organization to reap numerous rewards because development plans are designed and implemented by analyzing the performance of employees linked with an organization. As an alternative, you could be demoted as the consequence of an evaluation of your work performance (Rizky & Ardian, 2019).

It is via performance review that the groundwork is set for paying employees (both monetary and non-monetary bonuses) depending on their output. Before approving compensation packages, the employee performance is assessed. As a consequence of this methodical approach, high-performing employees are recognized, and performance evaluations assist make merit rating possible (SalasVallina et al., 2021). Workers' pay packages contain a variety of incentives and advantages such as pre-requisites, allowances, and other benefits in addition to the standard hourly wage and performance-based bonuses. For an employee to receive a compensation package or any other form of award, they must meet a specific standard of performance (Diamantidis & Chatzoglou, 2019). In order to concentrate on their separate jobs, both the employer and the employee need to be able to communicate with each other effectively through performance evaluation (Kalisa, 2021).

An employee's performance evaluation serves as a motivational factor in the workplace. During the appraisal process, the effectiveness with which employees achieved or failed to achieve their goals was examined. As a result, employees are more motivated to work more in order to earn a higher salary and other benefits as a result of this type of evaluation (Kerdpitak & Jermsittiparsert, 2020). This selection procedure has been made more valuable and legitimate for managers because of performance reviews. The supervisors use this systematic process to understand the advantages and disadvantages and reliability of the selection method, which assists in making modifications within the selection processes (Reddy, 2021). When it comes to training programs, managers use their knowledge of how employees are evaluated to create them. There are a variety of reasons why an organization could implement a process known as performance evaluation. The goals of

employees can be a powerful tool for increasing productivity and efficiency in the workplace (Gosnell et al., 2020).

2.5 Employee Job Performance

A concept is known as "performance management" evaluates an employee's work to the organization's goals and objectives to determine whether or not they are eligible for development (Cascio, 2006). When it comes to defining "performance," academics can't seem to agree. Most academics believe that performance includes both interactional performance and output performance evaluations (Stannack, 1996). Employers value the long-term value of a worker's actions when they talk about "job performance" (Motowidlo & Van Scotter, 1994). According to some, people's jobs are done in a certain way (Motowidlo & Van Scotter, 1994). People's work is multimodal, episodic, and behavioral, according to these beliefs. A person's actions are defined by their behavior, while their intended organizational value is known as "performance." Work performance, according to Borman and Motowidlo (1997), can be divided into task-based behavior and situation-based behavior. They were right as selling products and monitoring manufacturing equipment are two examples of tasks that are commonly found in job descriptions and entail the alteration of unfinished resources into completed commodities. Activities that improve the emotional, interpersonal, and organizational work environment can be consequential for organizational performance, and this is known as "Contextual Performance." (Borman & Motowidlo, 1997).

2.6 Human Resource Management Factors and Employee Performance

As a result of HRM factors, the management team works to make sure that the organization's goals and objectives are completed within the allotted time range for each project. It is through the application of these strategies that organizations are able to assist employees in realizing their full potential and achieving predetermined goals and objectives within the given timeframes. Various companies employ a variety of management strategies depending upon the nature and goals (Abualoush et al., 2018). Four management approaches are used extensively by the majority of organizations: fostering a positive organizational culture, enhancing job satisfaction, training and development, and performance appraisal. Human resource management (HRM) factors like performance review and appraisal, a reward system, and the like may also be utilized by some

organizations (Reddy, 2021). HRM is a pull-up process, as (Pfeffer 2018) highlighted, just like having employees develop strategies to secure the organization's longevity.

Human resource management (HRM) factors at the organizational level were found to have a strong association with employees' overall perception of HRM factors at the individual level, according to (Asbari et al. 2021). HRM factors are considered a vital aspect by employees, and when one is subjected to numerous HRM factors, they gain an understanding of employee change practices. While this is true, (Diamantidis & Chatzoglou 2019) continue to make decisions about how observations impact employee performance. Past research takes into account how employee performance is influenced by HRM factors such as training and employee performance, pay levels and employee performance, performance incentives and employee performance, promotion, and employee performance, and benefit-sharing and employee performance. According to (Jashari & Kutllovci 2020), predicting turnover and performance can be done using a combination of proven approaches and practices. On top of all that, Gosnell et al. (2020) examined in general studies the effect of management practices on staff performance and budget performance, and they identified a favorable relationship among 11 management practices they examined.

According to (Al Ahbabi et al. 2019), companies should educate employees about their commitment on a frequent basis in order to increase employee commitment. Employees benefit from having this information readily available. Contrary to popular belief, few scholars have investigated the link between employee productivity and human resources practices. Managerial practices have an effect on employee performance, according to (El-Kassar and Singh 2019). Managerial practices have a direct impact on employee performance, and employees will eventually commit themselves to the organization if their efforts are recognized and rewarded. In exchange, organizations reward their employees by providing them with special advantages, opportunities to advance their careers, additional support, and an increase in job autonomy as a result of their corporate citizenship behaviors. An employee's capability to perform activities may be boosted by additional resources (Kalogiannidis, 2020).

Researchers have shown a strong link between employee performance and organizational strategies in numerous studies. Finding and quantifying the relationship between them has been a significant focus of most investigations (Kerdpitak & Jermsittiparsert, 2020). Several studies have found that organization procedures are the most critical factors in determining an employee's level

of productivity. The success or failure of an organization depends heavily on the performance of its employees (Moustaghfir et al., 2020). Management practices can help a corporation deal with this challenging and expensive problem of employee performance notwithstanding the difficulty of doing so. In an effort to better understand how employee performance impacts organization concerns, researchers have dedicated a great deal of time and effort (Battu & Lakku, 2020). In a survey of 30 steel mills, (Abualoush et al. 2018) discovered a correlation between an organization's emphasis on employee performance and its expected profitability. In companies that place a high value on competence and cost-cutting, employee turnover is higher. Numerous surveys have shown that management methods have a direct impact on organizational performance, yet few employee mindsets have been discovered.

Resources are the driving force behind an organization's financial progress. Strategic advantage can be gained through the use of the organization's unmistakable resources or those that are less obvious (Anwar & Abdullah, 2021). There has been a lot of research on the importance of various resources in organizational development, but there is still a need to investigate the fundamental work of intangible assets (Battu & Lakku, 2020). The strategic advantages of any organization can be measured using a resource-based viewpoint, especially for companies that rely on a knowledge-based economy. Resource-based thinking is becoming more prevalent in all sectors including both the public and private sectors, and this trend will continue (Diamantidis & Chatzoglou, 2019). Based on (Penrose's 1959) seminal work on organizational growth, the resource-based perspective is what we have today. RBV recommends that an organization's long-term success is best achieved through the use of rare, hard-to-replace, and unique resources. Researchers in management sciences are responsible for the great bulk of advances in resource-based assumptions. In the financial sector, Edith Penrose came up with the idea in 1959. The resource-based perspective spawned a new way of reporting on operational management instability (Gosnell et al., 2020).

Organizations that employ "formal" management procedures have recently seen an increase in income. As evidenced by a huge amount of data, even in organizations with minimal definition, there is a constant heterogeneity when it comes to organization debuts. Using human resources and operational techniques, this research examines how much variability exists in the workplace (Jashari & Kutllovci, 2020). But even though they're still a long way off from the new recommendations, advancements in the dataset integrating administrative exercise information

with information about what kinds of accounts the organization does have allowed this area of the organization to rely on more notable formal inspection. Research on the board's practice and execution of promoted tasks was also conducted as part of a second study (Kalogiannidis, 2020). These results are directly attributable to the work of (Moustaghfir et al., 2020). Senior management consultants and early academic studies have focused on the presentation effects of 18 practices under three key headings: (a) performance monitoring; (b) target setting; and (c) people management.

The importance of employee performance rises in the organizational context, with a significant focus on the development of teams. Forming and utilizing teams in organizational operations aids in interpersonal facilitation, effort reduction, initiative reflection, and improved employee performance. The ability of team members to work together effectively relies on the interdependence of their tasks. As a result of such teamwork and cooperation, employee productivity rises (Khoreva & Wechtler, 2018). There are several factors that contribute to an employee's ability to work well, such as their ability to manage their own time and resources and their ability to collaborate with others to solve problems (Ismail et al., 2021). Because of technology improvements, traditional organizational models have been replaced by newer models that focus primarily on improving individual and organizational performance (Rizky & Ardian, 2019). Management of both employee and organizational performance instead of focusing just on organizational performance has been a big shift in today's working environment compared to that of a few decades ago (Saffar & Obeidat, 2020).

2.7 Overarching Theory
Herzberg's two-factor theory of Motivation and Hygiene factors:

Contentment and job discontentment are not two opposite extremities of the same scale as per (Herzberg's, 1966) theory, but rather are two separate and at times even distinct conceptions. For a worker to be satisfied at work, 'motivating' variables such as pay and perks, and acknowledgment of efforts and achievements must be met. Dissatisfaction with one's job is associated with "hygiene" factors (such as working environment, corporate policies and structures, job security, interactions with coworkers, and the level of managerial oversight). Employees may be neither satisfied nor dissatisfied with their work environment as a result. As long as a worker's hygiene elements are high, he or she is neither dissatisfied nor content with their work environment.

Whether or whether a worker is happy is largely determined by the factors of motivation. As a result, it is considered that employees are content when their motives are met. When an employee has neither contentment nor discontentment, or neither, it may be due to this distinction. Because of this, the Motivator-Hygiene theory was vital in establishing the distinction between job satisfaction and discontent.

Several behavioral theories could help explain employee job performance but those theories could not account for all the variables under study. The two-factor theory is the most generalizable that is why it can explain all of the distinct variables under investigation in this study. For instance, a good organizational culture can serve as a motivator, or the absence of which can act as a hygiene factor. Similarly, a high degree of job satisfaction can serve as a motivator. Furthermore, adequate Training and Development can act as a motivator as it is considered to lead to career and personal growth. Finally, the presence of an inequitable performance appraisal system can act as a hygiene factor that can lower job satisfaction and lead to poor job performance.

2.8 Theoretical Framework

Human Resource Management Factors

1- Organizational Culture

2- Job Satisfaction

3- Training and Development

4- Performance Appraisal

Firm Performance

1- Employee Job Performance
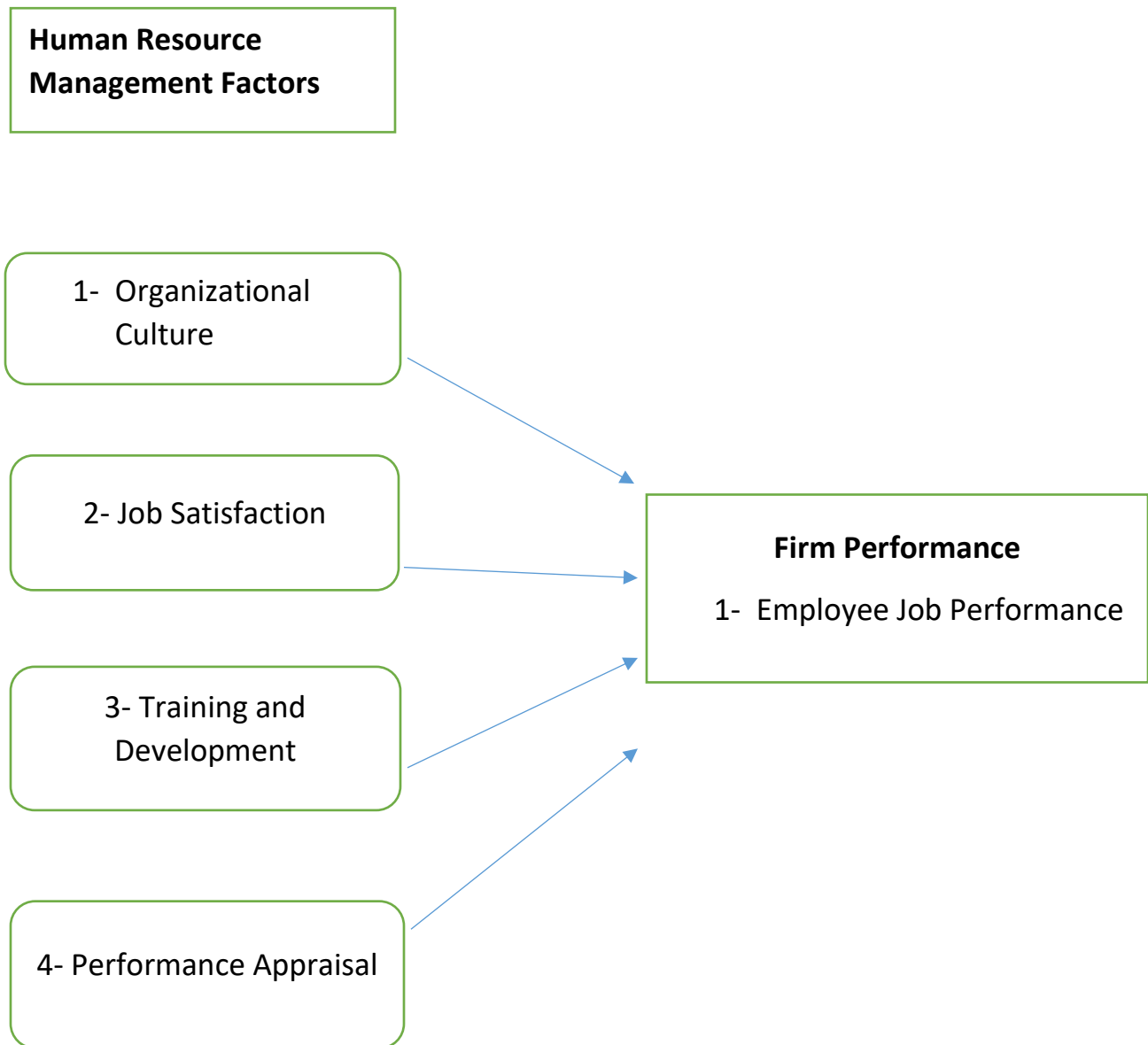
There are four independent variables and one dependent variable in this theoretical framework. Organizational Culture, Job Satisfaction, Training and Development, and Performance Appraisal are all independent variables in this investigation (representing Human Resource Management Factors). Employee performance is the dependent variable in this study. As shown by this model, organizational culture, job satisfaction, training & development and performance appraisal

(independent variables) have a favorable impact on employee performance in Pakistan's public sector (dependent variable).

2.9 Hypotheses

The following hypotheses can be formulated in light of the literature review and theoretical framework:

H$_1$. Organizational Culture has a positive impact on employee performance.

H$_2$. Job Satisfaction has a positive impact on employee performance.

H$_3$. Training and Development have a positive impact on employee performance.

H$_4$. Performance Appraisal has a positive impact on employee performance.

Chapter 3

RESEARCH METHODOLOGY

3.1 Research Design

Research design is a framework used to gather, measure, and analyze data in order to derive conclusions from the data. Designing a study is devising an approach to gathering data, processing it, and generating conclusions and recommendations based on that information (Mackey & Gass, 2015). When conducting a research study, researchers can utilize qualitative, quantitative, or mixed methodologies. One definition of qualitative methodology is "methodology that assesses feelings and emotions of the subject". In contrast, a quantitative methodology is described as a sort of approach in which statistically significant differences between variables are analyzed. Though the subject's emotional state is a part of mixed methods, statistical discrepancies across variables are also examined (Kumar, 2019). Currently, primary data is being analyzed using quantitative methods to ascertain the statistical relationship between Organizational Culture, Job Satisfaction, Training and Development, Performance Evaluation, and Employee Performance.

3.2 Population and Sample

The Researchers' populations, according to (Sekaran, 2006), include the entire group of individuals they are studying. The participants in this study include representatives from the Ministry of Climate Change and the departments falling under its purview which are the Pakistan Environmental Protection Agency, the Ten Billion Tree Tsunami Program, and the Islamabad Wildlife Management Board.

3.3 Sampling Technique

According to (Sekaran, 2006), the selection of a sufficient number of population elements from which results may be generalized is known as sampling. Purposive sampling is used to choose the sample for this study as the responses of employees from the Public sector were required. Furthermore, 8n+50 is a rule of thumb for quantitative research offered by (Green, 1991) which states that the number of independent variables in the investigation must be put as the value of 'n'

in the formula to get the desired sample size which is representative of the general population, as per this formula 82 respondents have been chosen.

3.4 Measurement Instrumentation

This study has a quantitative research design. Researchers developed a questionnaire from one used in other studies to measure the scale for use in this study. The survey is separated into six parts. The following are some of the sections:

Background Information: In this section, information about a person's gender, marital status, and service time is sought.

Organizational Culture: Employees in organizations are affected by common practices and shared values, which is the focus of this section. In addition, it is critical to learn how employees see the organization's culture.

Job Satisfaction: The goal of this part is to discover whether or not employees are content with their jobs. Its goal is to discover how content employees think they are with their jobs.

Training and Development: This section collects information on how organizations educate and develop their staff. Its purpose is to find out what employees think about the current level of training and development at the organization.

Performance Appraisal: This section collects information on how organizations evaluate the performance of their staff. This section's goal is to find out how workers perceive the ways in which they are evaluated.

Employee Performance: The objective of this portion is to gauge the overall performance of the workforce, as individuals are being asked what they believe about their output.

The table below lists the variable names, the respective authors of the variables' items, and one sample item from each set.

Variable	Author(s)	Sample Item
Organizational Culture	(Anwar & Abdullah, 2021)	Our organization has a democratic organizational culture.
Job Satisfaction	(Anwar & Abdullah, 2021)	I feel satisfied with my work on a daily basis.
Training & Development	(Gosnell et al., 2020)	Our Organization increases employee willingness to participate in training activities.
Performance Appraisal	(Gosnell et al., 2020)	Our Organization is providing a performance-based appraisal.
Employee Performance	(Diamantidis & Chatzoglou, 2019)	I feel satisfied with my overall work performance with respect to the hours I am supposed to work during the past four weeks.

The questionnaire comprised of two categories, the first portion was about demographic questions and the second portion contained the variables under study specifically Organizational Culture, Job satisfaction, Training and development, Performance Appraisal, and Employee performance. Furthermore, the Likert scale has been utilized for the adapted questionnaire to collect the data from the sample, the Likert scale consisted of 5 scales, which included 5 as strongly agree, 4 was agree, 3 was neutral, 2 was dis agree and 1 was strongly disagree

Chapter 4

RESULTS AND FINDINGS

4.1 Reliability Analysis

The metrics were put to the test to see if they were reliable using Cronbach's alpha coefficient. There are coefficients of more than 0.8 in the Table, which (Nunnally, 1978) considers to be satisfactory for scale dependability. Reliability depends on the application of the measurement, according to (Nunnally, 1978). To save time and energy in the early stages of research, devices with purpose dependability of.70 or higher can be used. The Cronbach's Alpha is employed in this study to evaluate the variables' reliability and consistency. The table below demonstrates that Cronbach's Alpha for all of the variables is larger than 0.7. As a result, the scale questions were deemed internally consistent due to their high Alpha value.

Reliability Statistics

Variable	Cronbach's Alpha	N of Items
Organizational Culture	.713	5
Job Satisfaction	.812	5
Training and Development	.732	5
Performance Appraisal	.790	5
Employee Performance	.782	5
Total	**.761**	**25**

4.2 Frequency Tables and Demographics

The questionnaire is divided into different categories so that the results can be interpreted in a more efficient manner. Gender, age, job title, education, and work experience are all included in the questionnaire's demographic section. Using the survey, the following demographic data is gathered about survey takers:

Descriptive Frequencies

Demographics		Frequencies	Percentages	Cumulative Percentage
Gender	Male	60	73	73
	Female	22	27	100
Age	Less than 30 years	26	32	32
	30 – 45 years	35	43	75
	More than 45 years	21	25	100
Position (Basic Pay Scale)	BPS-19	7	8	8
	BPS-18	18	22	30
	BPS-17	22	27	57
	BPS 16 $\leq$	35	43	100
Education	Undergraduate	25	31	31
	Graduate	38	46	77
	Postgraduate	19	23	100
Experience	Less than 5 years	37	45	45
	5 to 10 years	26	32	77
	More than 10 years	19	23	100

60 of the 82 responders (73 percent) are male, based on gender. Females make up 27% of the 82 participants. 26 of the 82 responders (32 percent) are less than 30 years old. Respondents aged 30 to 45 make up 43% of those polled. 25 percent of the 82 people who took the survey are over the age of 45. Seven of the 82 respondents (8 percent) fell in BPS-19, based on their position. Those in BPS-18 numbered 18 and make up 22% of the 82 respondents. Those in BPS-17 account for 27 of the 82 persons that took the survey. Only 43 percent of the 82 respondents are in BPS-16 and below and number 35. A total of 25 of the 82 respondents (31 percent) are undergraduates, based on their level of education. Graduates make up 38 of the 82 people who took the survey, or 46%. Postgraduates number 19 and makeup 23% of the 82 respondents. 37 of the 82 respondents (45%) have less than 5 years of experience, according to their responses. 26 out of 82 respondents have worked in the field for at least five years. One-quarter of those polled (19/82, or 23 percent) said they had a work experience of more than ten years.

4.3 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic
Employee Performance	82	1	5	3.4122	0.72518
Organizational Culture	82	1	5	3.5394	0.86712
Job Satisfaction	82	1	5	3.4821	0.93448
Training and Development	82	1	5	3.337	0.93686
Performance Appraisal	82	1	5	3.2574	0.9037
Valid N (listwise)	82				

	Skewness			Kurtosis	
	Statistic	Std. Error		Statistic	Std. Error
Employee Performance	-0.515	0.178		0.889	0.355
Organizational Culture	-0.591	0.178		0.253	0.355
Training and Development	-0.554	0.178		0.027	0.355
Performance Appraisal	-0.442	0.178		0.353	0.355

The first row of the table above shows data for Employee Performance, Organizational Culture, Training and Development, and Performance Appraisal. The arithmetic mean is the sum of all the data points. In terms of central tendency, it is the most commonly used measure. Additionally, it is referred to as the average. Extremely large and small numbers have a large impact on the mean. Mean values for Employee Performance, Organizational Culture, Training and Development, and Performance Appraisal all range from the low 3.2574s to the high 3.5394s. All factors must have

a minimum value of 1.00. All variables have a maximum value of 5.00. The standard deviation is also shown in this table. The standard deviation of a set of observations is a measure of the variability of the data. The observations are more dispersed when the standard deviation is higher. To add to this, the data's stability is demonstrated by its standard deviation, which is steadily decreasing between its two extremes. The median value is also shown in the table. Data is arranged in ascending/descending order, and the median is the value that falls in the mid.

In the sixth row of the table, the skewness of the data is shown in detail. Asymmetry can be measured in terms of its magnitude and direction. When the skewness of a normal distribution is zero, the distribution is skewed leftward, as seen in the figure. The skewness of employee performance is -0.515, indicating a negatively skewed distribution. Job Satisfaction has a skewness of -0.591, which suggests that the distribution is skewed in the negative direction. The skewness of Training and Development indicates that the distribution is unbalanced, as it is negative by 0.554. Performance Appraisal has negative skewness of -0.442. It is possible to see the kurtosis value in the table's last row. The sharpness of the frequency distribution curve's peak is examined using Kurtosis. The distribution is leptokurtic if the kurtosis value is greater than 3. Kurtosis values of less than 3 indicate a platykurtic distribution, whereas values of 3 or more indicate that it is mesokurtic. Our premise of normality of data is met because all the values of skewness and kurtosis fall within the range of -3 to +3.

4.4 Correlation among Variables

An indicator of the linear link between two variables, Pearson's correlation coefficient measures the significance of the correlation. This relation is known as Pearson's correlation or essentially the correlation coefficient. To measure the strength of a relationship between two variables that is not linear is misleading, using a correlation coefficient. Between -1 and 1 is the range of the Pearson correlation coefficient. Variables with perfect negative linear relationships have a value of -1, while variables with perfect positive linear relationships have a value of 1. There is no value in the middle.

Correlation

		Organizational Culture	Job Satisfaction	Training and Development	Performance Appraisal	Employee_ Performance
Organizational Culture	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	82				
Job Satisfaction	Pearson Correlation	.439	1			
	Sig. (2-tailed)	.000				
	N	82	250			
Training and Development	Pearson Correlation	.389	.407	1		
	Sig. (2-tailed)	.000	.000			
	N	82	250	250		
Performance Appraisal	Pearson Correlation	.471	.430	.419	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	82	250	250	250	
Employee Performance	Pearson Correlation	.501	.477	.417	.448	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	82	250	250	250	250

Organizational Culture is positively associated with employee performance, according to the results, which have a p-value of .501. Employee performance and Job Satisfaction show a moderately significant (p=.477) positive correlation. With a moderately significant positive correlation value of 0.417 Training and Development and employee performance are linked. Employee performance and performance appraisal are strongly linked with a value of 0.448 and in the positive direction.

4.5 Regression Analysis

Regression is when there is a relation between two variables, one of which is dependent, while the other ones are independent and there is a magnitude of that relationship. A linear regression analysis has produced the following results, which are presented in the table below.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.679[a]	.461	.456	.53782	1.828

a. Predictors: (Constant), Performance_Appraisal, Training_&_Development, Job Satisfaction, Organizational Culture

R-square (employee performance) is significantly impacted by Organizational Culture, Job Satisfaction, Training and Development, and Performance Appraisal. "Organizational Culture, Job Satisfaction, Training and Development, and Performance Appraisal" can explain "Employee performance" using R2. According to the model's R Square value Organizational Culture, Job

Satisfaction, Training and Development, and Performance Appraisal accounted for 46.1% of the variation in employee performance. It is recommended that the Durbin Watson value be between 0 and 4. Thus, a value of 1.828 is excellent (Durbin & Watson, 1950). The theoretical model is shown to fit according to the value of the adjusted R2 which is 45.6 percent.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	9.306	4	5.291	39.561	.000[b]
1	Residual	86.819	78	.385		
	Total	96.225	82			

a. Dependent Variable: Employee_Performance

b. Predictors: (Constant), Performance_Appraisal, Training_&_Development, Job Satisfaction, Organizational Culture

If one observes the data from the ANOVA table, it can be seen that the value of F exceeds 4 and the significance value falls below 0.005. Thus, the statistical importance of the theoretical model has been demonstrated. It has been found that factors such as Organizational Culture, Job Satisfaction, Training and Development, and Performance Appraisal can influence Employee Performance.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.108	.232		3.872	.012
Organizational Culture	.379	.089	.372	2.719	.016
Job Satisfaction	.296	.072	.292	2.545	.009
Training and Development	.192	.065	.188	2.341	. 010
Performance Appraisal	.127	.057	.121	2.204	.013

a. Dependent Variable: Employee Performance

Factors such as Organizational Culture, Job Satisfaction, Training and Development, and Performance Appraisal positively influence Employee Performance, as can be observed in the table above. In the model, the significance value of Organizational Culture, Job Satisfaction, Training and Development, and Performance Appraisal is less than 0.05, which indicates that there is a positive and significant association between these four variables. There is a positive correlation between Organizational Culture (b=0.379) and good employee performance, suggesting that better employee performance is linked to a better Organizational Culture. There is a positive correlation between employee performance and Job Satisfaction (b=0.296), indicating that greater Job Satisfaction is associated with better performance. There is a significant relationship between Training and Development (b=0.192) and employee performance. Performance Appraisal is significant and the coefficient is positive (b=0.127), which means that high employee performance is linked to a good Performance Appraisal system.

4.6 Result Hypothesis Testing

Hypothesis 1: Organizational Culture has a positive impact on employee performance is acknowledged in correlation and regression analysis. In the correlation analysis, Organizational Culture is positively connected with employee performance and is demonstrated as moderately significant with a magnitude of .501. In regression analysis, it is demonstrated that there exists a substantial link between Organizational Culture and employee performance, which shows that a more positive Organizational Culture raises employee performance and vice versa, accepting H1.

Hypothesis 2: Job Satisfaction has a positive impact on employee performance is acknowledged in correlation and regression analysis. The magnitude of .477 in the correlation between Job Satisfaction and Employee Performance shows that it is moderately significant. There is a significant connection between Job Satisfaction and employee performance in regression analysis, indicating that an increase in Job Satisfaction improves employee performance and vice versa, accepting H2.

Hypothesis 3: Training and Development have a positive impact on employee performance is acknowledged in correlation and regression analysis. A somewhat significant correlation (p=.417) has been found between training and employee performance in correlation analysis. Training and Development and employee performance are shown to be linked in regression analysis, which supports the hypothesis that an increase in Training and Development improves employee performance and vice versa, accepting H3.

Hypothesis 4: Performance Appraisal has a positive impact on employee performance and is accepted in correlation and regression analysis. In the correlation analysis, it was found that Performance Appraisal has a moderately significant positive association with employee performance, with a magnitude of .448. As shown by the regression analysis, there is a clear relationship between Performance Appraisal and employee performance, indicating that enhancing Performance Appraisal also raises Employee Performance and vice versa, accepting H4.

Summary of Data Findings

Hypothesis	Statement	Accepted/Rejected
H1	Organizational Culture has a positive impact on employee performance.	Accepted
H2	Job Satisfaction has a positive impact on employee performance.	Accepted
H3	Training and Development have a positive impact on employee performance.	Accepted
H4	Performance Appraisal has a positive impact on employee performance.	Accepted

Chapter 5

DISCUSSION AND CONCLUSION

5.1 Discussion of the Findings

The purpose of this investigation was to determine the significance of the HRM factors affecting the performance of employees in Pakistan's public sector. Independent variables in this study included organizational culture; job satisfaction; training & development; and performance appraisal. However, the dependent variable was employee performance. Pakistan's public sector had been selected to conduct this research into the variables previously indicated. Structured questionnaires were utilized to gather information from the respondents (employees associated with the Public sector of Pakistan). In order to determine whether or not the hypotheses of this study were accepted or rejected, a significance level of 5% was selected for testing. Hypotheses H1, H2, H3, and H4 were either approved or disapproved based on the level of significance chosen in the study. Organizational culture, job satisfaction, training and development, and performance appraisal all had values less than 0.05, indicating their sufficiency of statistical significance. As a result, the theoretical framework-based hypotheses H1, H2, H3, and H4 were accepted and demonstrated to be relevant. As a result of regression research, it has been found that Organizational Culture, Job Satisfaction, Training and Development, and Performance Appraisal (independent variables) have a substantial positive relationship with employee performance (dependent variable) in the Public sector of Pakistan.

5.2 Conclusion of the study

The purpose of this study was to investigate the factors that influence employee performance in Pakistan's public sector. A questionnaire survey was issued to the respondents (employees of Pakistan's Public Sector) to collect data and examine the influence of each variable in this study. An empirical association was observed between employee performance and factors such as organizational culture, job satisfaction, training & development, and performance evaluation. Correlation analysis has indicated a .501, 0.477, 0.417, and 0.448 positive correlation between employee performance and organizational culture, job satisfaction, training and development, and

performance appraisal. In addition, regression analysis has found a significant relationship between the performance of employees and the culture of an organization, job satisfaction, training and development, and performance appraisal. Organizational culture, job satisfaction, training & development, and performance appraisal all have a favorable effect on employee performance in Pakistan's public sector, according to this study. Results show that the parameters (organizational culture, job satisfaction, training & development, and performance appraisal) selected for the study have a significant impact on employee performance within Pakistan's Public Sector.

5.3 Limitations of the study

Firstly, the collection of data was limited due to constraints of time and that of being a student. Secondly, the variables that have been utilized were also limited as more variables of HRM practices can be utilized to check the relationship between them and organizational performance. Thirdly, the study was cross-sectional so the data was collected only during a single point in time. Lastly, the sample size of the data is limited.

5.4 Recommendations for Further Research

1.   This research can be utilized in the future by students and managers. This will help them out with the academic implications

2.   Further research can be conducted considering other affective variables which can have an impact on employee performance and the relationship between HRM factors and employee performance in the Public sector and can be done in the other different sectors of Pakistan.

3.   In this study only quantitative research is carried out. Qualitative research can also be done to find out the actual cause of the low organizational performance in Pakistan's Public sector.

4.   More variables other than Human resource management factors can be added by future researchers to find out the impact on Employee Performance.

5.   Moreover, to find out how Employees in Public Sector Organizations perform in different countries, a comparison of different countries can be done and obtained results can be utilized to observe the areas of divergence and convergence.

6.	The sample population and size can be varied for doing the analysis. The population size of the sector could be exceeded from Public sector in Islamabad, Pakistan i.e. the Federal Government of Pakistan to the provincial governments as well.

5.5 Implications for Practice

Both theoretical and practical aspects of the study are of tremendous importance and value.

The following are the study's academic and practical/managerial implications:

5.5.1 Theoretical Implications

Scholars and researchers conducting research on Employee Performance in regards to organizational culture, job satisfaction, training & development, and performance appraisal will have a precise review of the impact of information and how it is delivered. They will acknowledge the fact that different HRM practices play a role in Employee Performance.

5.5.2 Managerial/Practical Implications

1.	This research carries significant implications for the administrators and employees working in the Public sector related to the information about Employee Performance and the role of HRM practices. This research can be utilized by the policymakers and administrators to better handle the issue of employee performance and better perform the application of improving organizational culture, job satisfaction, training & development, and performance appraisal.

2.	By the adoption of relatively superior HRM practices in the organizations, the employees will have greater chances of having an enriching career which will result in enhancing employee performance and effectiveness.

3.	Adopting the effective use of HRM functions will help organizations to enhance the productivity of their employees.

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