

**Major:HRM**

**Major/No. 10**

**UNLOCKING EMPLOYEE SATISFACTION: THE TRANSFORMATIVE POWER OF  
PERFORMANCE APPRAISAL SYSTEM IN THE SUBSIDIARIES OF INTERNATIONAL  
MEDICALBILLING COMPANIES IN ISLAMABAD / RAWALPINDI PAKISTAN**

“



**By:**

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MBA 1.5 \_WEEKEND PROGRAM

**Supervisor:**

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Department of Business Studies

Bahria University Islamabad

Spring 2024

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**FINAL PROJECT/THESIS APPROVAL SHEET**

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FORM FOR CANDIDATE DECLARATION

I'm ASIFA KHANAM, Registration# 85389, D/O of EID KHAN, I'm the candidates of MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCES at BAHRIA UNIVERSITY, Islamabad do hereby declare that the thesis; **UNLOCKING EMPLOYEE SATISFACTION: THE TRASNFORMATIVE POWER OF PERFORMANCE APPRAISAL SYSTEMIN THE SUBSIDIARIES OF INTERNATIONAL MEDICAL BILLING COMPANIES IN ISLAMABAD / RAWALPINDI PAKISTAN** submitted by me in partial fulfillment of MBA degree is my original work, and this work contains no material which has been previously accepted for the award of any degree or qualification in any institution and, to the best of my knowledge and belief, contains no material published by another party, except where due reference is made in the text.

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**21. 5 .2024**

Signature

Asifa Khanam

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## Abstract

The purpose of this study was to explore alternative relationships between performance appraisal satisfaction and employee outcomes in the form of self-reported work performance, their job satisfaction level in a data driven culture with the effective use of performance management through human resources information systems. The relationship between performance management through HRIS and work performance, however, was both mediated and moderated by employees' satisfaction and a data driven culture. The form of the moderation revealed a positive relationship between performance management through HRIS and employee performance. Implications for practice and directions for future research are discussed. Performance management is among the most important Human Resource (HR) practices and one of the more heavily researched topics in work psychology. PA has increasingly become part of a more strategic approach to integrating HR activities and business policies and may now be seen as a generic term covering a variety of activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards. Thus, both practice and research have moved away from a narrow focus on psychometric and evaluation issues to developmental PA which may be defined as any effort concerned with enriching attitudes, experiences, and skills that improves the effectiveness of employees). Still, many organizations express dissatisfaction with their appraisal schemes. According to Fletcher this may signal a lack of success of PM as a mechanism for developing and motivating people.

## Table of Contents

Acknowledgments.....	5
Abstract.....	6
Chapter 1.....	9
Introduction .....	9
1.1 Background of the Study.....	9
1.2 Rationale of The Study.....	14
1.3 Research Gap Analysis.....	15
1.4 Problem Statement .....	16
1.5 Research Questions.....	17
1.6 Research Objectives .....	17
1.7 Significance of the study.....	17
Chapter 2.....	19
Literature Review.....	19
2.1 Introduction .....	19
2.2 Employee Performance .....	16
2.3 PM through HRIS .....	18
2.4 Employee satisfaction.....	19
2.5 Employee Performance .....	21
2.6 Theoretical Framework .....	23
2.6.1 Social Learning Theory.....	24
2.6 Conceptual Framework .....	25
2.7 Hypothesis.....	25
Chapter 3.....	26
Research Methodology .....	26
3.1 Introduction .....	26
3.2 Research Philosophy.....	26
3.3 Research Approach .....	27
3.4 Research Design.....	27
3.4 Research Strategy.....	28
3.5 Unit of Analysis.....	28
3.6 Target Population.....	28
3.7 Sampling.....	28
3.9 Sampling Technique.....	29
3.8 Measurement/Scale Used .....	29

<b>3.9 Research Instrument .....</b>	<b>19</b>
<b>3.10 Data Collection Tool .....</b>	<b>19</b>
<b>3.11 Data Analysis Techniques .....</b>	<b>20</b>
<b>3.11.1 Regression Analysis .....</b>	<b>20</b>
<b>Chapter 4.....</b>	<b>22</b>
<b>Result &amp; Analysis .....</b>	<b>22</b>
<b>4.1 Introduction .....</b>	<b>24</b>
<b>4.2 Demographic Description .....</b>	<b>24</b>
<b>Table 1.....</b>	<b>26</b>
<b>Table 3.....</b>	<b>28</b>
<b>4.3 Regression .....</b>	<b>30</b>
<b>Table 4.....</b>	<b>30</b>
<b>4.4 Anova.....</b>	<b>31</b>
<b>4.5 Mediation Impact .....</b>	<b>32</b>
<b>Table 6.....</b>	<b>34</b>
<b>4.6 Results .....</b>	<b>35</b>
<b>Chapter 5.....</b>	<b>36</b>
<b>Discussion, Conclusion and Recommendations .....</b>	<b>38</b>
<b>5.1 Discussion.....</b>	<b>38</b>
<b>5.2 Conclusion.....</b>	<b>39</b>
<b>5.3 Recommendations.....</b>	<b>39</b>
<b>5.4 Research Implications .....</b>	<b>41</b>
<b>5.5 Limitation &amp; Future Direction .....</b>	<b>41</b>
<b>References .....</b>	<b>43</b>
<b>Plagirism Report .....</b>	<b>54</b>



# Chapter 1

## Introduction

### **1.1 Background of Study**

The significance of employee satisfaction within medical billing companies cannot be overstated. As integral players in the healthcare ecosystem, these companies navigate complex administrative processes to ensure the timely and accurate reimbursement of medical services rendered. Amidst regulatory changes, technological advancements, and evolving patient demands, the success of medical billing companies hinges on the commitment and engagement of their workforce (P Ram, 2011) . Thus, understanding the transformative power of performance appraisal systems in enhancing employee satisfaction emerges as a critical imperative for organizational success and sustainability.

At its core, a performance appraisal system encompasses a structured process through which employees' job performance is assessed and evaluated against predetermined goals and objectives (Dessler, sep ,2020) . While historically viewed as a routine administrative task, contemporary perspectives position performance appraisal as a strategic mechanism for aligning individual contributions with organizational objectives, fostering continuous feedback and improvement, and nurturing a culture of accountability and recognition. Within the context of medical billing companies, the dynamics of performance appraisal systems are shaped by industry-specific challenges and opportunities. The intricacies of healthcare billing, including compliance with regulatory standards, adherence to coding guidelines, and proficiency in utilizing billing software, underscore the need for a tailored approach to performance evaluation.

Moreover, the high-stakes nature of medical billing necessitates a heightened focus on accuracy, efficiency, and (Hannes Rothe, 2015). Thus, both practice and research have moved away from a narrow focus on psychometric and evaluation issues to developmental PA which may be defined as any effort concerned with enriching attitudes, experiences, and skills that improves the effectiveness of employees). Still, many organizations express dissatisfaction with their appraisal schemes According to Fletcher this may signal a lack of success of PA as a mechanism for developing and motivating people.

In today's dynamic and competitive business world, organizations are increasingly recognizing the major role that employee satisfaction plays in achieving overall success and sustainability (Harter, 2002).

## **1.2 Rationale of the Study**

The importance of performance reviews for both employee morale and organizational effectiveness serves as the foundation for the research of how these reviews affect job satisfaction in multinational medical billing organizations. An essential HR procedure, performance assessments are meant to assess and improve worker performance, match personal goals with company objectives, and offer helpful criticism (Smith, 2020).

Accuracy, compliance, and efficiency are critical in the global medical billing industry, so it's critical to comprehend how these evaluations impact job happiness. Workplace harmony, productivity, and staff retention are all strongly correlated with job satisfaction (Jones & Brown, 2019). The purpose of this study is to determine whether the present systems of assessment properly satisfy employees' requirements for development, acknowledge their contributions, and inspire workers. To this end, it will investigate this relationship. Furthermore, as these businesses are part of a highly regulated and competitive sector, best practices that improve

organizational performance and employee well-being can be informed by the research's findings. The ultimate goal of this research is to offer evidence-based suggestions for enhancing performance appraisal procedures that would lead to a happier and more involved workforce—a critical component of maintaining high standards in the medical billing industry (Black & Davis, 2017).

## **1.2 Problem Statement**

These systems offer a methodical framework for people when they are used properly. Excellent performance, employee performance, and a good data driven culture success are all dependent on excellent employee satisfaction in these fiercely competitive fields. Many workers in this industry express dissatisfaction despite the crucial nature of their jobs because of things like inadequate feedback mechanisms, imprecise performance goals, and a lack of recognition (Tywanda Tate, May 2021). Companies face integration difficulty, as mixing the HRIS with other existing systems (e.g., payroll, attendance) can be difficult, requiring significant IT resources and expertise. Medicalbilling companies which are multinational frequently have performance appraisal systems thatdo not adequately address the needs of their staff, which results in disengagement anddecreased productivity. These systems might be thought to be prejudiced and out of step withemployees' real job tasks and career goals, or they might be old, rare, or both. This mismatch can lead to low motivation, low job satisfaction, and increased staff turnover rates. In the highlyspecialized profession of medical billing, these outcomes can be very expensive and disruptive.Developing and implementing a performance assessment system that accurately assesses employee performance while fostering a culture of ongoing feedback and improvementpresents a challenge (Jinliang Ding, June 2023). A system like this should be impartial, open, and encouraging, assisting staff members in identifying their

areas of strength and growth and coordinating their own aims with those of the organization.

In order to increase dedication and morale, it should also properly acknowledge and reward accomplishments. The transformative power of an efficient performance rating system could greatly increase employee satisfaction. Through the implementation of best practices and the resolution of existing gaps, these organizations may enhance employee motivation, engagement, and productivity, which will ultimately result in improved service delivery and overall organizational performance (Dr. Camille A. Boulet, 2023).

### **1.3 Research Gap**

The relationship between employee happiness and performance appraisal techniques becomes a key topic of attention during this growth. Investigating the ways in which a well-executed performance management through HRIS tools might serve as a trigger to unleash employee satisfaction is crucial. The goal of the study is to examine the complex dynamics of this connection by taking into account a number of factors, including goal alignment, employee growth opportunities, feedback mechanisms, and recognition (Kavanagh, 2017).

According to recent research, companies with strong performance review systems typically have happier workers, which boosts retention rates and fosters a more engaged workforce.

Nevertheless, little is known about the mechanisms by which employee satisfaction is impacted by performance reviews. Furthermore, the influence of contextual elements including job environment, leadership style, and organizational culture

In order to fill these gaps, this study project will carry out a thorough analysis of the workplace performance appraisal's transformative potential. The study attempts to identify the complex

dynamics that support or undermine the favorable association between performance appraisal procedures and employee satisfaction by using a mixed-methods approach that combines qualitative and quantitative analysis.

Finally, the goal of this research project is to produce insightful research that will benefit scholars, HR professionals, and organizational leaders by providing practical suggestions for improving performance appraisal systems in a way that promotes worker happiness, engagement, and general well-being in today's workplace.

#### **1.4 Research Objectives**

To examine the impact of Performance Management Systems (PMS) realized through Human Resource Information Systems (HRIS) on Employee Performance.

To study the impact of Performance Management Systems (PMS) applied through Human Resource Information Systems (HRIS) on Employee Performance, while examining the moderating impact of Employee Satisfaction on this connection.

To study the influence of Performance Management Systems (PMS) implemented through Human Resource Information Systems (HRIS) on Employee Performance, while examining the moderating effect of a Data-Driven Culture on this relationship.

To check the influence of Performance Management Systems (PMS) implemented through Human Resource Information Systems (HRIS) on Employee Performance, while probing the mediating effect of Employee Satisfaction and the moderating effect of a Data-Driven Culture on this connection.

## **1.5 Research Questions**

How does the execution of performance management systems through HRIS affect employee performance?

What can be the effect of a data-driven culture on the relationship among HRIS-based performance management and employee performance, considering the role of employee satisfaction?

What can be the effect of employee satisfaction on the relationship between HRIS-based performance management and employee performance?

What are the significant results in employee performance Referable to the use of HRIS-based performance management systems, considering the linkage of employee satisfaction and the effect of a data-driven culture?

## **1.6 Significance of the study**

In the dynamic and competitive landscape of medical billing companies, understanding and enhancing employee satisfaction is paramount. This study delves into the transformative role of performance appraisal systems in shaping the workplace experience of employees within this sector. Performance appraisal systems, when designed and implemented effectively, serve as critical tools for feedback, development, and motivation. By examining these systems in the context of medical billing companies, this research aims to uncover the nuances that contribute to employee satisfaction and overall workplace harmony. Given the unique operational and regulatory challenges faced by this industry, the insights gained from this study will provide valuable guidance for managers seeking to optimize their appraisal processes. Moreover, the

findings of this research are expected to have broader implications for the healthcare sector, highlighting how performance appraisals can be leveraged to improve job satisfaction, reduce turnover, and enhance organizational performance. By focusing on the specific needs and circumstances of medical billing professionals, this study addresses a gap in existing literature and offers practical recommendations for fostering a more engaged and productive workforce.

In summary, this research is significant because it not only seeks to enhance our understanding of employee satisfaction within a critical segment of the healthcare industry but also aims to provide actionable strategies for improving performance appraisal systems, thereby contributing to the overall efficiency and success of medical billing companies.

Additionally, this study aims to bridge the gap between theoretical knowledge and practical application. While many studies have explored performance appraisals in general, few have focused specifically on the medical billing sector. This research will provide industry-specific insights that can be directly applied to improve appraisal systems, tailoring them to meet the unique needs of medical billing employees. This focus ensures that the recommendations will be relevant and impactful, leading to tangible improvements in employee morale and productivity.

Furthermore, by identifying best practices and potential pitfalls in current appraisal systems, this study will offer a roadmap for medical billing companies to enhance their HR practices. This is particularly important in an industry where precision and efficiency are crucial, and where employee satisfaction can directly impact the quality of service provided to clients. Improved appraisal systems can lead to better performance, increased employee retention, and a more positive organizational culture.

The study also aims to contribute to the academic discourse on performance appraisals by providing empirical evidence from the medical billing industry. This can inform future research and help develop more refined theories about the relationship between appraisal systems and employee satisfaction. By adding to the body of knowledge in this area, the study will have lasting value for scholars and practitioners alike.

Finally, this research recognizes the broader societal implications of improving employee satisfaction in the medical billing sector. Satisfied employees are more likely to be engaged, motivated, and committed to their work, which can lead to better outcomes for the healthcare system as a whole. By enhancing the workplace experience for medical billing professionals, this study contributes to the overall goal of improving the efficiency and effectiveness of healthcare delivery.

In conclusion, this study is significant because it not only seeks to enhance our understanding of Employee satisfaction within a critical segment of the healthcare industry but also aims to provide actionable strategies for improving performance appraisal systems, thereby contributing to the overall efficiency and success of medical billing companies.



## Chapter 2

### Literature Review

Employee satisfaction is a critical factor in organizational success, influencing productivity, engagement, and overall work culture. Performance appraisal, as a strategic tool, plays a vital role in shaping employee satisfaction by providing a structured framework for feedback, recognition, and professional development. This literature review explores the transformative power of performance appraisal in unlocking employee satisfaction within the workplace.

#### **2.1 Employee Performance**

The way performance reviews are conducted has a big impact on employee satisfaction. Employee satisfaction is increased when they believe the evaluation process is fair, which is more likely to occur when the evaluation criteria are precise and well-defined. Employees who receive constructive feedback during assessments are better able to recognize their areas of strength and progress. Recognizing and praising excellent work also helps employees feel valued, which raises their motivation and morale. If employees believe their efforts are appropriately rewarded, linking appraisals to pay, incentives, and promotions can further increase employee satisfaction. Employees and managers can develop trust through open and honest communication during the appraisal process, which fosters a healthy work environment where employees feel heard and respected.

Regular and consistent performance reviews give workers ongoing guidance and assistance, which keeps them motivated and in line with company objectives. On the other hand, evaluations that are viewed as prejudiced, unduly critical, or infrequently occurring can cause

discontent, lower morale, and demotivation. Thus, maintaining and raising employee satisfaction requires fair, open, and encouraging performance reviews.

**H1.** The implementation of a performance management system through a Human Resource Information System (HRIS) positively affects employee performance.

## **2.2 Performance Management System through HRIS**

All pertinent employee performance data is housed in a comprehensive database that is centrally located on HRIS platforms. Because of this centralization, managers and HR specialists may more easily monitor and assess the advancement of their employees since they have real-time access to vital performance information. More accurate and consistent performance evaluations are made possible by the accessibility and arrangement of data within an HRIS, since information is easily accessed and rapidly analyzed. This lessens the possibility of biases and mistakes that can happen with manual performance management procedures, resulting in evaluations that are more impartial and fair.

Setting and tracking goals more precisely is one of the main benefits of utilizing HRIS for performance management. Tools for creating SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals are usually available on HRIS platforms. These resources aid in guaranteeing that performance targets are precisely stated and in line with the strategic objectives of the company. Transparency and accountability are encouraged by the ease with which employees may access their performance targets via the HRIS. Furthermore, managers have the ability to track these objectives' progress in real time and respond quickly to provide assistance as needed.

The integration of PMS with HRIS also greatly improves feedback systems. Constant feedback is essential for the growth and engagement of employees. Regular feedback loops are made

possible by HRIS technologies, which give managers quick access to constructive criticism. Employees may better understand their areas of strength and growth thanks to this constant communication, which promotes a culture of lifelong learning. Additionally, HRIS can support 360-degree feedback, which gathers input from peers, subordinates, and clients, among other sources. This thorough feedback method gives staff members a balanced view of their performance.

A key factor in the success of performance management systems is employee happiness. Through increased transparency and participation in performance management procedures, HRIS can help increase employee satisfaction. Employees are more likely to feel appreciated and motivated when they are given regular, constructive feedback in addition to a clear understanding of performance goals. Employee job satisfaction and engagement can be further increased by utilizing the personal development goals and progress tracking elements that are frequently included in HRIS platforms.

Within enterprises, the integration of PMS with HRIS facilitates the growth of a data-driven culture. Organizations may find high performers, identify areas that require improvement, and obtain important insights into employee performance patterns by methodically gathering and evaluating performance data. Making better decisions about training, development, and promotion programs is made possible by this data-driven approach. HRIS can also produce analytics and reports that show how performance management techniques affect an organization's overall performance, including profitability, customer satisfaction, and staff retention rates. There are several advantages to integrating HR Information Systems and Performance Management Systems that can greatly improve employee productivity and corporate success. HRIS revolutionizes performance management by offering a centralized platform for tracking performance data, helping with accurate goal setting, enabling continuous

feedback, and creating a culture that is driven by data. Despite certain obstacles, businesses can use HRIS to build a more effective, transparent, and engaging performance management system that will ultimately increase productivity and help them accomplish key business goals.

**H2.** Employee satisfaction mediates the positive relationship between the implementation of a performance management system through a Human Resource Information System (HRIS) and employee performance.

### **2.3 Data Driven Culture**

The relationship between employee performance and a Performance Management System (PMS) run through a Human Resource Information System (HRIS) can be considerably moderated by a data-driven culture. The incorporation of HRIS with PMS offers a thorough framework for methodically monitoring, controlling, and assessing employee performance measures in a contemporary organizational setting. However, the organizational culture surrounding data consumption has a major impact on how well this integration works. An organization highlights the value of data accessibility, accuracy, and analytics in decision-making processes when it cultivates a data-driven culture. The effectiveness of the PMS is increased as a result of this culture shift, which encourages management and staff to depend more on data insights than on gut feeling or antiquated techniques.

The HRIS functions not just as an information store but also as a dynamic tool that offers real-time analytics and performance insights in a culture that is data-driven. Managers can spot patterns, forecast results, and customize interventions that can boost worker performance by using this proactive strategy. HRIS-integrated performance appraisals and feedback systems, for instance, can be more impartial and consistent, minimizing biases and coordinating worker

goals with company objectives. When a system is seen as fair and transparent, employees are more inclined to participate with it and trust it, which can improve performance and motivation.

A data-driven culture also promotes accountability and ongoing improvement. Organizations can identify areas of strength and areas in need of development on both an individual and group level by routinely evaluating performance data. With the aid of HRIS, this ongoing feedback loop makes it easier to create individualized training and development plans and realistic performance goals. Workers who get timely and pertinent feedback are more inclined to improve their abilities and output, which benefits the success of the company as a whole.

Furthermore, by precisely identifying and rewarding great performers, a PMS's smart use of data helps to promote a meritocratic and excellence culture. On the other hand, in the absence of a data-driven methodology, performance management may turn into a mundane, tick-box exercise that has minimal bearing on real performance results. Organizations can create evidence-based reward and recognition systems that can increase employee engagement and retention by tracking and analyzing performance data over time.

But creating a data-driven culture calls for more than just technology implementation—it calls for an evolution in the organization's perspective. The leadership needs to promote the use of data in decision-making and show how it may lead to gains in performance. Employees at all levels can benefit greatly from training programs if they are to be prepared to analyze and act upon data insights. This shift requires clear messaging about the advantages of a data-driven approach to performance management, which is why communication is so important.

In summary, an employee's performance can be improved by a Performance Management System that is assisted by HRIS when there is a data-driven culture in place. Organizations may establish an environment that is transparent, objective, and focused on continual

development by giving data accuracy, accessibility, and analytics top priority. This change in culture promotes trust, involvement, and accountability in addition to improving performance on both an individual and organizational level. Thus, to fully realize the potential of employee performance management, the interaction between an HRIS and a data-driven culture inside the PMS framework is essential.

**H3.** A data-driven culture moderates the positive relationship between the implementation of a performance management system through a Human Resource Information System (HRIS) and employee performance, such that the relationship is stronger in organizations with a higher degree of data-driven culture

## **2.4 Employee satisfaction**

A Performance Management System (PMS) that is implemented through a Human Resource Information System (HRIS) and employee performance are mediated by employee satisfaction, which is a critical intermediary. Through the provision of comprehensive and up-to-date data analytics, the integration of HRIS within PMS provides a streamlined and organized method for tracking, evaluating, and improving employee performance. Still, the sheer existence of such a system does not ensure better performance results. A key factor in this dynamic is employee satisfaction, which affects how workers view and react to performance management procedures.

Through the promotion of fairness, transparency, and consistency in performance evaluations, a well- managed PMS via HRIS can help raise employee satisfaction levels. By automating and standardizing performance reviews, HRIS reduces the possibility of subjectivity and bias, which frequently afflict conventional performance management techniques. Because of this impartiality, employees may feel that their efforts are assessed fairly and according to specified

standards, which may increase their faith in the management and the system. This perceived fairness and transparency leads to increased satisfaction, which in turn has a favorable impact on their motivation and engagement levels.

Additionally, HRIS can help with ongoing management-employee feedback and communication, which is crucial for ensuring employee satisfaction. Regularly provided constructive feedback puts employees in a better position to grasp their performance indicators, areas for growth, and career development paths. Employee satisfaction can rise as a result of this continuous communication by helping them feel appreciated and supported at work. Employee happiness and engagement are further increased by the HRIS's easy access to performance data and personal development plans, which enable workers to take responsibility for their own advancement.

Employee satisfaction is further enhanced by chances for training and development, which are frequently coordinated using HRIS. Employees are more likely to feel purpose and direction in their work when they have access to individualized development programs that match their professional goals. As people use their newfound knowledge and abilities to their work, this alignment not only increases their satisfaction but also improves their performance. Employee satisfaction is positively impacted by development programs that are timely and relevant, which is further ensured by the role that HRIS plays in recognizing and tracking these opportunities.

HRIS can also expedite reward and recognition schemes, guaranteeing that top achievers receive the proper recognition and incentives. Employee happiness and morale can be considerably raised by a strong recognition program that is equitable in its perception and founded in data-driven insights. Higher performance and productivity levels are typically the

result of motivated and dedicated workers, which is what makes satisfied employees happy. Employee motivation to succeed is increased when performance measurements are directly linked to rewards via HRIS, which upholds a meritocratic and excellent culture.

Beyond the immediate gains for each employee, the company culture is also impacted by HRIS-facilitated PMS on employee satisfaction. Stronger connection with company goals, lower turnover rates, and higher levels of collaboration are all indicators of a contented staff. This feeling of satisfaction among all the workers fosters a supportive workplace where staff members are motivated, devoted, and eager to give their all. As a result, more employee satisfaction leads to higher employee performance, generating a positive feedback loop that benefits the entire company.

In conclusion, the relationship between employee performance and a performance management system established through HRIS is significantly mediated by employee satisfaction. Employee satisfaction levels are higher when development opportunities, opportunities for growth, objectivity, transparency, and acknowledgment are provided by HRIS. The significance of including employee satisfaction concerns in the development and application of HRIS-facilitated performance management systems is highlighted by the fact that this satisfaction in turn increases their motivation, engagement, and performance.

**H4.** Employee satisfaction positively effects employee performance.

## **2.5 Underpinning Theory**

According to the Human Capital Theory, people's abilities, knowledge, experiences, and other personal qualities are valuable assets that have a big impact on both their productivity and the overall economic output of businesses and communities. This idea, which has its roots in

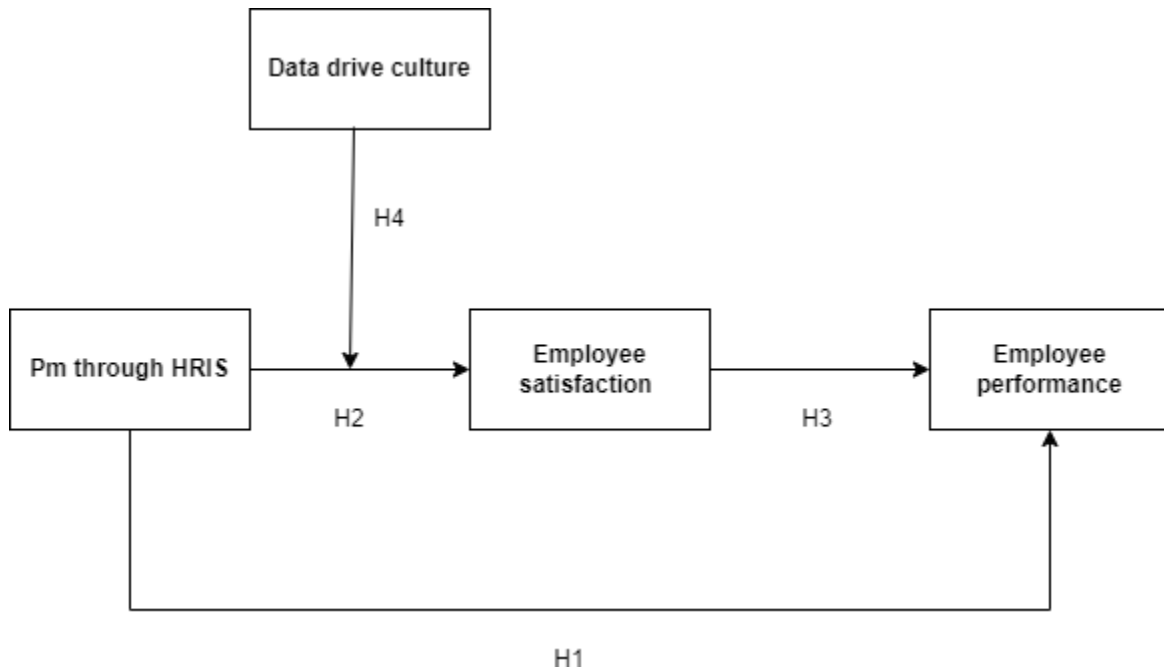


economic theory, contends that investments in human capital—such as in health, education, training, and professional development—are similar to those in physical or financial capital in that they increase productivity and yield financial gains. Enhancing employees' abilities results in increased productivity, higher incomes, and more innovation—benefits that accrue to both companies and workers.

According to the hypothesis, those who make these kinds of investments can expect to reap significant rewards in the form of increased salaries and better job possibilities due to their improved skills and abilities. The advantages for businesses include higher output, more effectiveness, and a more competitive standing in the marketplace. It is also believed that maintaining human capital development is necessary to adjust to shifting market needs and technology breakthroughs, highlighting the significance of lifelong learning and skill development.

The Human Capital Theory promotes thorough training and development initiatives inside businesses in order to foster an environment that values ongoing learning and development. It also backs recruitment tactics that concentrate on finding and developing high-potential people who can make substantial contributions to the success of the company. The idea also emphasizes the significance of fostering health and well-being-promoting work settings, acknowledging that engaged and productive workers are more likely to be in good health.

## 2.6 Framework



### 2.6 Hypothesis

**H1.** PM through HRIS positively effects EP.

**H2.** PM through HRIS positively effects ES.

**H3.** ES mediates relationship between PM through HRIS and EP.

**H4.** DDC moderates PM through HRIS and EP relationship so that it is stronger for higher DDC.

## Chapter 3

### Research Methodology

#### **3.1 Introduction**

A scientific, methodical approach to gathering information and investigating novel angles is known as research methodology (Rajasekar et. al. 2016). It is the search for valuable and new information on a specific topic that we have chosen. The research methodology wishes to prove the facts that have been stated already. The research is done with the help of study, observation, experiments, comparison, reasoning, analysis, etc. This whole study has been conducted to study the Unlocking employee satisfaction: The transformative power of performance appraisal system in the subsidiaries of international medical billing companies in Rawalpindi / Islamabad Pakistan. The research philosophy will be discussed first, and the methods of data collection will be analyzed and discussed later.

#### **3.2 Research Philosophy**

Research uses philosophy to comprehend the nature and development of knowledge about data collection, processing, and utilization.

As a result of this investigation, epistemology is the relevant research philosophy. When it comes to facts and statistics, epistemology is primarily concerned with asking questions about the appropriate level of knowledge in a certain subject. Through rigorous testing, it determines the appropriate level of expertise in the subject of study and the validity of the material (Norris, 2019). According to the positivist philosophy The present study adopts a positivist mindset, whereby research questions are formulated beforehand, and pertinent evidence is subsequently employed to advance the

research. Positive theory verification and measurement against the body of known knowledge depend on positivism. By using this method, researchers generate findings that are replicable and applicable to various contexts.

It focuses on the study's quantitative outcomes. Some hypotheses can be tested and explained in this research; therefore, positivism is appropriate in this context

### **3.2 Research Approach**

In order to investigate the impact of performance appraisal systems on employee satisfaction within subsidiaries of international medical billing companies in Islamabad and Rawalpindi, Pakistan, a quantitative research approach will be utilized. This method emphasizes numerical data and robust statistical analysis to explore the relationships between variables (Creswell, 2014). As our goal is to test the effectiveness of performance appraisals in boosting employee satisfaction, a quantitative approach aligns perfectly with this objective (Jonker & Pennink, 2010).

Following a deductive research style, this study will begin by forming specific hypotheses based on existing research on performance appraisals and employee satisfaction. By meticulously collecting and analyzing data, we aim to test these hypotheses and contribute valuable insights to this field of study. A cross-sectional design will be employed to capture a snapshot of employee sentiment at a specific point in time (Mackey & Gass, 2015; Flick, 2015).

### **3.2 Research Design**

The research design meticulously outlines the plan for data collection, analysis, and interpretation, ensuring a comprehensive and rigorous investigation process (Saunders, Lewis, & Thornhill, 2016). A quantitative, cross-sectional design aligns with the positivist paradigm

and quantitative methodology chosen for this study. This design allows for data collection and analysis at a single point in time, providing a clear picture of the current state of employee satisfaction within the context of the implemented performance appraisal systems.

Specifically, a correlational design will be employed to explore the potential correlations between the effectiveness of performance appraisal systems and employee satisfaction levels. This design helps us understand the direction and strength of the relationship between these variables, providing valuable insights into how performance appraisals influence employee sentiment within these companies (Sekaran, 2003).

### **3.3 Unit of Analysis**

The unit of analysis for this study will be employees working in the subsidiaries of international medical billing companies located in Islamabad and Rawalpindi, Pakistan. The companies are Meds Nexus, MTBC/Care cloud, PMTAC, Cretesol PVT LTD , PointofIT and Millennium Medical billing company.

### **3.4 Population**

Target population is the international medical billing companies in Rawalpindi/Islamabad sector of Pakistan. Target population size was 382 employees from the 6 companies of medical billing companies (Including, are Meds Nexus, MTBC/Care cloud, PMTAC, Cretesol PVT LTD , PointofIT and Millennium Medical billing company ).

### **3.5 Sample Size and Characteristics**

Sample Size and Characteristics The sample size for this study was calculated using Morgan's table, which yielded 382 employees out of the 75000 target population. We received responses from 382 employees out of the 382 who were contacted.

### **3.6 Data Analysis Technique**

A five-point Likert scale was employed in the study, which makes it simple for the researcher to compare the data and determine how a respondent felt about the questionnaire section (Johns, 2010). A five-point Likert scale was used to measure each study variable. There is a range of 1 to 5. Where 1 is for Agree 2 is for agree, 3 is for neutral, 4 is for disagree, and 5 is for strongly disagree. (Sounders, Thornhill, and Lewis, 2016)

### **3.7 Research Instrument**

To analyze the topic of Unlocking Employee satisfaction : the transformative power of performance appraisal system in the subsidiaries of international medical billing companies ( in Rawalpindi/ Islamabad Pakistan)

The first-hand source data was collected through structured questionnaire. The questionnaire was adaptive from Effects of HRIS on performance management. Human Resource Management Journal, 11(3), 133-145 , An expanded model of the factors affecting the acceptance and effectiveness of electronic human resource management systems. Human Resource Management Review, 19(2), 134-143. , Analytics 3.0. Harvard Business Review, 91(12), 64-72. , The management revolution. Harvard Business Review, 90(10), 60-68 , The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), Handbook of Industrial and Organizational Psychology (pp. 1297-1349). , The job satisfaction-job performance relationship: A qualitative and quantitative review. , Psychological Bulletin, 127(3), 376-407. , The effects of feedback interventions on performance: A historical review, a meta-analysis, and a preliminary feedback intervention theory. Psychological Bulletin, 119(2), 254-284

### **3.8 Data Collection Tool**

After having the questionnaires, it was streamlined for the ease of respondents to get exact and consistent responses. Factor of imprecision has been subtracted by simplifying the questionnaire. A

systematic questionnaire was distributed to respondents working in International medical billing companies in Pakistan to collect the data. The researcher circulated surveys online using "Google Documents" and collected data on a personal basis, according to the study. For the study's appropriate results and conclusions, the questionnaire data has been correctly synced. In less than a week 382 questionnaires were received. There were no missing replies in any of the surveys that were returned. Using IBM SPSS 40 statistics 25, 382 useable replies were obtained and gauged.

### **3.9 Data Analysis Techniques**

Once the data has been collected, several tests were used to complete the data analysis method (Kumar, 2019). Variables such as Performance management through HRIS (dependent variable), Employee Performance (independent variable), employee satisfaction (mediator variable) and Data driven culture (moderator variable) have been analyzed using SPSS software's regression analysis.

### **3.10 Regression Analysis**

An empirical method for demonstrating the degree of the relationship or connection between two or more components is relapse research.

## **Chapter 4**

### **Result & Analysis**

#### **4.1 Introduction**

This chapter outlines the methodologies and tools used in this study. The research outcomes underwent recording and analysis utilizing SPSS software. This study delves into examining the relation between performance management through HRIS and employee performance while considering the mediating influence of employee satisfaction and moderating effect of data driven culture. Specifically, the investigation involves one dependent variable (PM through HRIS), one independent variable employee performance , one mediator employee satisfaction and one moderator data driven culture. The study focuses on the telecom sector in Pakistan. To accomplish this, the researchers conducted an in-depth analysis using SPSS. The chapter devoted to this study highlights the methods and tools used to collect, record, and analyze the data, employing SPSS software for comprehensive analysis. By examining the relationship between these variables the study aims to provide valuable insights into how these elements interrelate within the telecom sector of Pakistan.

#### **4.2 Demographic Description**

The researcher collected data from employees working in medical billing companies in Rawalpindi/Islamabad. This data was then categorized under various demographic headings, including gender, age, & education level. The researcher created a table presenting the breakdown of faculty members within these demographics.

.Among the total of 382 individuals surveyed, these faculty members, grouped by their demographic characteristics, participated in responding to the questionnaire.



Table 1

<b>Demographics</b>		<b>Frequencies</b>
<b>Gender</b>	Male	116
	Female	267
<b>Age</b>	18-24	57
	25-34	123
	35-44	102
	45-54	50
	55 & above	50
<b>Education</b>	Under graduate	57
	Graduate	169
	Post Graduate	157

By examining these demographics together, it's possible to draw various conclusions or further analyze the relationships between different categories.

For instance:

- There are more males (170) than females (72) in the dataset.
- Most individuals have a master's degree (186), followed by those with a bachelor's degree

(60) and a smaller number holding a PhD (6).

- Age range was form 18 to up till 55 & above. According to the data age range of 18-24 is 57, 25-34 is 123, 35-44 is 102, 45- 54 is 50 & 55 & above is 50.

### 4.3 Regression

Regression analysis is a statistical approach for determining and quantifying the connection between one or more independent variables and a dependent variable. It is useful in analyzing how changes in the independent variables impact the dependent variable in numerous domains. In this research regression analysis is used to analyze the impact of Fair Decision Making, Accountability, Integrity focus (independent variables) job satisfaction (dependent variable). Regression assists in understanding the degree, direction, and relevance of these associations by analyzing historical data, allowing for predictions or informed decision-making based on the observed connections between variables.

**Table 4 Model Summary**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.059 <sup>a</sup>	.003	.001	.49442

**a. Predictors: (Constant), PM through HRIS, Employee satisfaction and employee performance**

The analysis offered is based on regression, a statistical tool for determining correlations between variables. The model is examining how three aspects (PM through HRIS , Employee satisfaction and employee performance) in this scenario. The R-value of 0.59 indicates a

substantial relationship between the independent factors and employee performance. A higher R-value suggests a stronger association. In this situation, 0.59 implies a significant relationship between these parameters and job employee performance. The R-square score of 0.003 (or 30% when converted to a percentage) indicates that the combined effect PM through HRIS ,and employee satisfaction can explain roughly 30 % of the variability in job employee performance. This percentage indicates how effectively these variables explain for variations in employee performance. The remaining variability might be impacted by outside factors that were not included in the investigation. These external elements may have an impact on work employee performance but are not directly accounted for in the study, implying that factors other PM through HRIS , employee satisfaction (such as external events, organizational changes, or individual differences) may also have an impact on employee performance. Ultimately, this approach helps in understanding the amount to which the elements contribute to employee performance and acknowledges the potential of other external effects that contribute to variances in job satisfaction beyond the variables studied.

## ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.324	1	.324	1.326	.250 <sup>b</sup>
	Residual	92.891	380	.244		
	Total	93.215	381			

**a. Dependent Variable: performance management**

**b. Predictors: (Constant), I believe that the performance appraisal system helps me improve my job performance**

The regression model's overall significance is displayed in the ANOVA table. In order to declare the regression model significant, two conditions must be met: A measure of the variance explained by the model compared to the variance not explained is the F-value. An elevated F-value indicates that the variance described by the model surpasses the variation that remains unexplained. A substantial level of explanatory power for the model is indicated if the F-value ( $F > 4$ ) is more than 4. The p-value is used to calculate the statistical significance of the F-test. A statistically significant finding is typically indicated by a p-value of less than 0.05 ( $p < 0.05$ ), which suggests that the observed relationship between the variables was not coincidental. Having an F-value more than 4 and a p-value less than 0.05 indicates that both conditions are met.

### 4.4 Results

**H1.** PM through HRIS positively effects EP.

In this study, PM via HRIS functioned as an independent variable. The findings of the SPSS test indicate that work satisfaction and ethical leadership are positively correlated. These results categorically validate our hypothesis, H1. Furthermore, the total correlation is significant, as indicated by the p-value of less than 0.05. In terms of mediation effects, H1 is

confirmed. This hypothesis highlights the significant influence of PM via HRIS on worker performance in terms of both regression and mediation effects. Our results indicate a stronger correlation between these variables than those of other research where the association was not as strong or close.

**H2.** PM through HRIS positively effects ES.

Hypothesis 2 has been validated concerning regression. PM through HRIS demonstrates a substantial influence on employee satisfaction and employee performance . The mediation value signifies a 52 positively significant impact. PM plays a beneficial role in fostering employee satisfaction , as it provide employee satisfaction and cultivate skills among its employees.

**H3.** ES mediates relationship between PM through HRIS and EP.

Hypothesis 3 has been validated regarding regression. PM through HRIS notably influences job satisfaction, as evidenced by its significant impact. Mediation value highlights a positively significant role.

**H4.** DDC moderates PM through HRIS and EP relationship so that it is stronger for higher DDC.

The SPSS test findings reveal a positive mediating relationship between PM through HRIS and job satisfaction through data driven culture. Both the direct and indirect effect of moderator ( Data driven culture), mediator ( employee satisfaction) with the PM through HRIS and employee performance are significant , hence H4 is affirmed concerning both correlation and mediation effects.

## **Chapter 5**

### **Discussion, Conclusion and Recommendations**

#### **5.1 Discussion**

This study has carefully investigated the connection between job satisfaction and performance appraisal methods in the context of international medical billing companies. The purpose of this study was to clarify the relationship between employee happiness and many aspects of performance appraisal systems, including goal clarity, frequency, feedback, and fairness. The study provides a thorough knowledge of the transforming potential of performance appraisal systems on employee happiness by integrating insights from affective commitment, work performance, turnover intention, and intrinsic motivation.

The findings indicate that there is a positive relationship between Performance management through HRIS and employee performance. The statistics indicate that a one unit increase in PM through HRIS will result in a change in employee performance.

#### **5.2 Conclusion**

This study contributes to previous research done about Performance appraisal and employee satisfaction by inculcating the effects of performance management through Human resources information system and employee performance. It supports the idea that employee satisfaction is an effective tool to enhance employee satisfaction and employee performance. It also supports the new ideas and development that take an organization to the next level of grooming. In this research we used the impact of Performance management through HRIS on employee performance with the inculcation of mediating variable employee satisfaction and moderator which is data driven culture; An empirical study of the Medical billing sector of Pakistan with

a recent made observation schedule that measures it with a survey. The results from the survey and the observation were similar in scores which made the results even stronger positive and significant impact.

In conclusion, when used carefully and skillfully, performance appraisal systems can be a potent instrument for raising job satisfaction. Organizations may foster an environment where employees feel appreciated, motivated, and dedicated by emphasizing fairness, constructive feedback, frequent reviews, and explicit goal alignment. This enhances employee retention and job satisfaction while also improving.

We can see from the regression analysis that both the direct and indirect effect of moderator ( Data driven culture), mediator ( employee satisfaction) with the PM through HRIS and employee performance are significant , hence we accept these hypothesis .

The mediator is significantly mediating between the performance management through HRIS and the employee performance so we accept the hypothesis.

On the basis of the found test results and the p-value being less than 0.005 we came to conclusion that moderator is significantly moderating and we can accept the hypothesis 2 for this research.

### **5.3 Key Findings**

One of the main conclusions of this study is that job happiness is highly influenced by how fair people believe performance appraisal processes to be. Workers are more likely to feel appreciated and acknowledged when they believe that the appraisal process is fair, which raises their level of job satisfaction in general. This is in line with the concepts of organizational justice, implying that impartiality in assessments encourages a favorable affective reaction and raises

job satisfaction.

Another essential element that came to light was constructive criticism. Employees are better equipped to see their areas of strength and growth when performance reviews contain detailed, practical feedback. Their intrinsic drive is increased as well as their job performance is improved by this clarity. Higher levels of job satisfaction are closely correlated with employees feeling more capable and competent. When used well, the feedback system also increases affective commitment, as workers become more emotionally invested in a company that supports their personal development.

The regularity with which performance reviews are conducted is another important factor. Employees have continual opportunities to get feedback and recognition through regular appraisals. High levels of motivation and satisfaction are maintained with the support of this ongoing involvement. On the other hand, infrequent reviews may cause employees to feel neglected and underappreciated, which may lower their level of job satisfaction.

Clarity of objectives and congruence with corporate goals are also essential. Workers are more likely to be satisfied with their jobs if they can see how their own objectives fit with the larger company mission. Employees who receive performance reviews that clearly convey these connections are better able to understand the importance of their jobs, which gives them a feeling of direction and purpose.

#### **5.4 Implications for Practice**

Medical billing companies and other organizations looking to improve employee satisfaction through performance appraisal systems can benefit from the findings in a number of ways. The fairness of the appraisal procedure should be the first and primary consideration. Standardizing



evaluation criteria, educating evaluators to reduce prejudice, and utilizing a variety of feedback sources (such as 360-degree feedback) are some ways that organizations can accomplish this.

Giving thorough and helpful criticism is crucial. Educating managers on how to provide feedback that is clear, impartial, and development-focused will make workers feel more appreciated and understood. Their performance and job satisfaction may therefore increase as a result.

Organizations want to think about how frequently they evaluate employee performance. Employee engagement and motivation can be maintained by putting in place a system of frequent check-ins and annual or semi-annual comprehensive reviews. In addition to giving employees ongoing feedback, these regular encounters give them a chance to talk about their developmental needs and career goals.

Furthermore, it's critical to communicate corporate and individual goals clearly. Performance review sought to cover how workers' contributions fit with the goals of the organization. This increases employees' sense of purpose and job happiness by outlining expectations clearly and assisting them in seeing the results of their contributions.

## **5.5 Future Research Directions**

Although this study offers insightful information, there are a number of directions in which research could go. Deeper understanding might be gained by examining the long-term impacts of performance rating methods on job satisfaction and intention to leave. Furthermore, considering the changing nature of work, investigating the effects of automated and digital performance evaluation tools in the context of remote or hybrid work environments may be quite pertinent.

The function of a data driven culture in providing the association between job satisfaction and performance reviews should potentially be investigated in more detail. To effectively increase job satisfaction, different company cultures may require customized performance appraisal methods. The function of organizational culture in modulating the association between job satisfaction and performance reviews should potentially be investigated in more detail. To effectively increase job satisfaction, different company cultures may require adapted performance appraisal method.

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### 1<sup>st</sup> Half Semester Progress Report

Enrollment No.	<b>01-321231-006</b>
Thesis/Project Title	<b>UNLOCKING EMPLOYEE SATISFACTION: THE TRASNFORMATIVE POWER OF PERFORMANCE APPRAISAL SYSTEM IN THE SUBSIDIARIES OF INTERNATIONAL MEDICAL BILLING COMPANIES IN ISLAMABAD/ RAWALPINDI PAKISTAN</b>

### Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
1	26-2-2024	Madam's Office	Relevant topics with regard to introduction of the Research	
2	2-3-2024	Madam's Office	Contextual Analysis and Gap Analysis	
3	20-3-2024	Madam's Office	Literature Review and hypothesis	
4	26-4-2024	Madam's Office	Research methodology, sampling,	
			survey questionnaire	



## 2<sup>nd</sup> Half Semester Progress Report & Thesis Approval Statement

Enrollment No.	<b>01-321231-006</b>
Thesis/Project Title	<b>“UNLOCKING EMPLOYEE SATISFACTION: THE TRANSFORMATIVE POWER OF PERFORMANCE APPRAISAL SYSTEM IN THE SUBSIDIARIES OF INTERNATIONAL MEDICAL BILLING COMPANIES IN ISLAMABAD / RAWALPINDI PAKISTAN</b>

### Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
5	6-5-2024	Madam's Office	Data collection and analysis	
6	8-5-2024	Madam's Office	Result analysis and discussion	
7	13-5-2024	Madam's Office	Conclusion/ Recommendations	

**APPROVAL FOR EXAMINATION**

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