

**IMPACT OF HUMAN RESOURCE MANAGEMENT
PRACTICES ON EMPLOYEE PERFORMANCE WITH
MODERATING EFFECT OF ORGANIZATION
POLITICS: A STUDY ON THE PERCEPTION OF
EMPLOYEES IN THE PUBLIC SECTOR HOSPITALS
OF KARACHI PAKISTAN**



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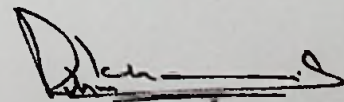
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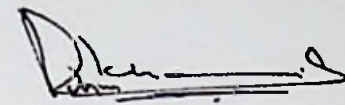
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DEDICATION

To my Beloved father and mother

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It has always been beyond my expectations to accomplish Ph.D. It is only a blessing of Almighty Allah and Holy Prophet Muhammad (Peace Be upon Him). I extend the foremost and the deepest tribute to my sincere and most caring members of the family especially my parents and siblings whose prayers and sacrifices strengthened my determination to complete this study. Special thanks and honors are extended to my respected research supervisor, Professor Dr. Rafique Ahmed Khan, Bahria University. His kind behavior and intellectual support made it possible for me to uplift the research work from the initial to the final stage. The researcher is highly obligated to his kind guidance, encouragement, and full cooperation. Without the cooperation and kind guidance of my supervisor, I couldn't have accomplished the research work. Besides, I am especially thankful to all my teachers for their kind guidance, cooperation, and right directions.

ABSTRACT

The prime purpose of this study is to inspect the perception of employees regarding the impact of human resource management practices including recruitment and selection, training and development, performance appraisal, and compensation on three dimensions of employee performance i.e., adaptive performance, task performance, and contextual performance, along with moderating effect of organization politics in terms of nepotism and favoritism in the hospitals (public sector) of Karachi, Pakistan. A deductive approach was employed with an explanatory form of research towards examining the impact of the chosen HRM practices on the performance of employees. Besides, a stratified sampling technique was adopted to obtain data from 384 respondents including doctors, nurses, and paramedical staff. Furthermore, the collected data were examined by utilizing SPSS version 25 as well as AMOS version 22.

From the statistical analysis, fallouts of the study specify that recruitment and selection, training and development, and performance appraisal have a significant influence on adaptive, task, and contextual performance. Similarly, compensation has a noteworthy effect on task and contextual performance while an insignificant effect was observed on adaptive performance. As per the obtained fallouts of the study, the impact of recruitment and selection, training and development, performance appraisal, and compensation on adaptive and contextual performance has not been moderated by nepotism. On the other hand, fallouts of the study also indicate that the impact of recruitment and selection, training and development, and compensation on task performance has been moderated by nepotism whereas the impact of performance appraisal on task performance has not been moderated by nepotism. In addition, results also indicate that favoritism has played a moderating role between recruitment and selection as well as training and development, adaptive and task performance whereas favoritism has not played a moderating role between performance appraisal, compensation adaptive, and task performance. Moreover, favoritism has displayed a moderating role between recruitment and selection and contextual performance whereas favoritism has not displayed a moderating role between training and development, performance appraisal, compensation, and contextual performance.

Moreover, the social exchange theory, procedural justice theory, and resource-based theory provide substantial support to the proposed research model of the current study. This study can be of significance for health care organizations, to forestall and comprehend the pointers such as HRM practices and organization politics connecting to the performance of the

employee. Therefore, this study could be valuable to HR managers at health care organizations as well as for policymakers and researchers to utilize the findings of this study in order to improve employee performance.

Keywords: Adaptive Performance, Task Performance, Contextual Performance, Recruitment and Selection, Training and Development, Performance Appraisal, Compensation, Organization Politics, Nepotism, Favoritism.

Abstract 1

Table of Contents 1

Chapter 1: Introduction 1

Chapter 2: Literature Review 1

Chapter 3: Methodology 1

Chapter 4: Results 1

Chapter 5: Discussion 1

Chapter 6: Conclusion 1

Appendix A: Questionnaire 1

Appendix B: Interview Schedule 1

Appendix C: Data Collection 1

Appendix D: Data Analysis 1

Appendix E: Data Interpretation 1

Appendix F: Data Presentation 1

Appendix G: Data Summary 1

Appendix H: Data Conclusion 1

Appendix I: Data Recommendation 1

Appendix J: Data Acknowledgment 1

Appendix K: Data Bibliography 1

Appendix L: Data Appendix 1

Appendix M: Data Appendix 1

Appendix N: Data Appendix 1

Appendix O: Data Appendix 1

Appendix P: Data Appendix 1

Appendix Q: Data Appendix 1

Appendix R: Data Appendix 1

Appendix S: Data Appendix 1

Appendix T: Data Appendix 1

Appendix U: Data Appendix 1

Appendix V: Data Appendix 1

Appendix W: Data Appendix 1

Appendix X: Data Appendix 1

Appendix Y: Data Appendix 1

Appendix Z: Data Appendix 1

TABLE OF CONTENTS

Title Page.....	i
Submission Form	ii
Approval For Examination	iii
Author Declaration	iv
Plagiarism Undertaking	v
Plagiarism Report	vi
Dedication.....	vii
Acknowledgement	viii
Abstract.....	ix
Table of Contents	xi
List of Tables	xvii
List of Figures.....	xix
List of Appendices	xx
Abbreviations.....	xxi
Ph.D. Dissertation- Research Outcomes.....	xxii
CHAPTER 1	1
INTRODUCTION	1
1.1 Overview of Study	1
1.2 Study Background	2
1.3 Identification of Gap.....	7
1.3.1 Contextual Analysis- Public Sector Hospitals of Karachi and Study Variables	7
1.3.2 Theoretical Level of Analysis- HRM Practices and Employee Performance.....	10
1.3.3 Organization Politics, HRM Practices, and Employee Performance	12
1.4 Problem Statement.....	15
1.5 Research Questions.....	16
1.6 Research Objectives.....	17
1.7 Rationale of the Study	18

1.8	Study Significance	18
1.9	Research Contributions.....	19
1.10	Study Scope	21
1.11	Delimitations of the Study	21
1.12	Organization of Thesis Chapters.....	22
CHAPTER 2		24
LITERATURE REVIEW.....		24
2.1	Overview of the Variables.....	24
2.2	Employee Performance.....	24
2.3	Employee Performance (EP) Dimensions	27
2.3.1	Adaptive Performance	29
2.3.2	Task Performance	32
2.3.3	Contextual Performance	34
2.4	Evolution - From Personnel Management to HRM.....	38
2.5	Link of HRM Practices with Employee Performance	40
2.6	Recruitment and Selection	50
2.7	Training and Development	54
2.8	Performance Appraisal.....	61
2.9	Compensation	65
2.10	Organization politics as a Moderating Variable.....	71
2.10.1	Form of Organization politics - Nepotism and Favoritism.....	80
2.10.2	Nepotism.....	84
2.10.3	Favoritism	87
2.10.4	HRM Practices, Nepotism and Favoritism, and Employee Performance.....	88
2.11	Theoretical Underpinning	97
2.11.1	Social Exchange Theory	98
2.11.2	Procedural Justice Theory.....	101
2.11.3	Resource-Based View Theory	102

2.12	Operational Definition of Constructs.....	104
2.13	Research Model	105
2.14	Research Hypotheses	106
CHAPTER 3		109
RESEARCH METHODOLOGY		109
3.1	Research Design	109
3.1.1	Research Philosophy.....	109
3.1.2	Research Approach	110
3.1.3	Research Strategy	111
3.1.4	Research Choices.....	111
3.1.5	Time Horizons	111
3.1.6	Method of Data Collection	112
3.2	Sampling Process.....	112
3.2.1	Target Population	112
3.2.2	Sampling Frame.....	115
3.2.3	Sampling Design.....	115
3.2.4	Sample Size	117
3.2.5	Summary of Sampling Process Execution.....	118
3.2.6	Procedure Related to Responses Collection from the Respondents	118
3.3	Research Instrument	120
3.4	Research Procedure	121
3.4.1	Research Data Analysis Procedure	122
3.5	Pretesting and Pilot Testing of Questionnaire.....	123
3.5.1	Pretesting of Questionnaire Using Cognitive Interviewing.....	124
3.5.2	Face Validity	128
3.5.3	Pilot Study	129
3.6	Reliability Analyses of Research Instrument after Performing a Pilot Testing	129
3.7	Confirmatory Factor Analysis.....	130

3.8	Convergent Validity and Discriminant Validity	135
3.9	Refined Research Instrument.....	136
3.10	Ethical Consideration in Research.....	137
CHAPTER 4		139
RESEARCH FINDINGS.....		139
4.1	Descriptive Analysis Concerning Gender.....	139
4.2	Descriptive Analysis for Age	139
4.3	Descriptive Analysis for Designation and Experience	140
4.4	Descriptive Analysis (Mean & Std. Dev) and Normality Analysis	141
4.5	Common Method Variance or Bias.....	142
4.6	Correlation Analysis	145
4.7	Multicollinearity Diagnostics	147
4.8	Hypotheses Testing	147
4.8.1	Hypotheses 1a-1c Testing	148
4.8.2	Hypotheses 2a-2c Testing	149
4.8.3	Hypotheses 3a -3c Testing	150
4.8.4	Hypotheses 4a – 4cTesting	151
4.9	Hypotheses Testing (Moderation).....	152
4.9.1	Hypotheses 5a- 5d Testing (Moderation).....	152
4.9.2	Hypotheses 6a- 6d Testing (Moderation).....	157
4.9.3	Hypotheses 7a- 7d Testing (Moderation).....	162
4.9.4	Hypotheses 8a- 8d Testing (Moderation).....	167
4.9.5	Hypotheses 9a- 9d Testing (Moderation).....	172
4.9.6	Hypotheses 10a- 10d Testing (Moderation).....	178
4.10	Summary of Hypotheses Testing	183
CHAPTER 5		186
DISCUSSION.....		186
5.1	Research Question 1a	186

5.1.1	Result Summary.....	186
5.1.2	Discussion.....	186
5.2	Research Question 1b	187
5.2.1	Result Summary.....	187
5.2.2	Discussion.....	187
5.3	Research Question 1c	188
5.3.1	Result Summary.....	188
5.3.2	Discussion.....	188
5.4	Research Question 2a	189
5.4.1	Result Summary.....	189
5.4.2	Discussion.....	189
5.5	Research Question 2b	190
5.5.1	Result Summary.....	190
5.5.2	Discussion.....	190
5.6	Research Question 2c	190
5.6.1	Result Summary.....	191
5.6.2	Discussion.....	191
5.7	Research Question 3a	191
5.7.1	Result Summary.....	191
5.7.2	Discussion.....	191
5.8	Research Question 3b	192
5.8.1	Result Summary.....	192
5.8.2	Discussion.....	192
5.9	Research Question 3c	193
5.9.1	Result Summary.....	193
5.9.2	Discussion.....	193
5.10	Research Question 4a	193
5.10.1	Result Summary.....	194

5.10.2 Discussion.....	194
5.11 Research Question 4b	194
5.11.1 Summary of Result	194
5.11.2 Discussion.....	194
5.12 Research Question 4c	195
5.12.1 Result Summary.....	195
5.12.2 Discussion.....	195
5.13 Research Questions 5a-7d.....	196
5.13.1 Result Summary.....	196
5.14 Research Questions 8a-10d.....	197
5.14.1 Result Summary.....	197
5.14.2 Discussion.....	197
CONCLUSION, IMPLICATIONS, AND LIMITATIONS	203
6.1 Conclusion	203
6.2 Implications	204
6.2.1 Theoretical Implications	204
6.2.2 Practical Implications	205
6.2.2.1 Practical Implications at Organizational Level.....	206
6.2.2.2 Practical Implications at Individual Level	207
6.3 Research Limitations	207
6.4 Directions for Future Researchers	208
References.....	209

LIST OF TABLES

TABLE 1.1: HR PRACTICES IN HEALTHCARE SETUP OF PAKISTAN	8
TABLE 1.2: MODERATING ROLE OF NEPOTISM AND FAVORITISM	13
TABLE 1.3: RESEARCH QUESTIONS	16
TABLE 1.4: RESEARCH CONTRIBUTIONS	19
TABLE 1.5: STUDY SCOPE	21
TABLE 2.1: EMPLOYEE PERFORMANCE	25
TABLE 2.2: DIMENSIONS OF EP	28
TABLE 2.3: HR PRACTICES AND EP	46
TABLE 2.4: SUMMARY OF LITERATURE REVIEW FOR R AND S AND EP	53
TABLE 2.5: SUMMARY OF LITERATURE REVIEW FOR T AND D AND EP	57
TABLE 2.6: SUMMARY OF LITERATURE REVIEW FOR PA AND EP	63
TABLE 2.7: SUMMARY OF LITERATURE REVIEW FOR C AND EP	69
TABLE 2.8: EXPLANATION REGARDING ORGANIZATION POLITICS.	72
TABLE 2.9: NEGATIVE AND POSITIVE VIEW OF OP IN THE LITERATURE	75
TABLE 2.10: PRESENCE OF PREFERENTIAL TREATMENT IN NUMEROUS COUNTRIES	77
TABLE 2.11: FORMS OF ORGANIZATION POLITICS	78
TABLE 2.12: SUMMARY OF TERMS - NEPOTISM AND FAVOURITISM USED.....	83
TABLE 2.13: SUMMARY OF LR FOR HRM PRACTICES, NEPOTISM, FAVORITISM, AND EP.....	92
TABLE 2.14: OPERATIONAL DEFINITION OF THE CONSTRUCTS.....	104
TABLE 3.1: POPULATION / SAMPLE DISTRIBUTION	116
TABLE 3.2: SOURCES OF RESEARCH INSTRUMENT	120
TABLE 3.3: CHANGES IN THE RESEARCH INSTRUMENT AS PER RESPONDENTS RESPONSES	127
TABLE 3.4: RELIABILITY ANALYSES OF RESEARCH INSTRUMENT	129
TABLE 3.5: CONFIRMATORY FACTOR ANALYSIS OF THE MEASUREMENT MODEL	131
TABLE 3.6: CONFIRMATORY FACTOR ANALYSIS FOR EMPLOYEE PERFORMANCE.....	131
TABLE 3.7: CONFIRMATORY FACTOR ANALYSIS FOR HRM PRACTICES	132
TABLE 3.8: CONFIRMATORY FACTOR ANALYSIS FOR NEPOTISM & FAVORITISM	134
TABLE 3.9: CONVERGENT AND DISCRIMINANT VALIDITY OF RESEARCH INSTRUMENT.....	136
TABLE 3.10: RELIABILITY MEASUREMENT OF REFINED RESEARCH INSTRUMENT	137
TABLE 4.1: DESCRIPTIVE ANALYSIS CONCERNING GENDER	139
TABLE 4.2: DESCRIPTIVE ANALYSIS FOR AGE	139
TABLE 4.3: DESCRIPTIVE ANALYSIS FOR DESIGNATION AND EXPERIENCE.....	140

TABLE 4.4: DESCRIPTIVE ANALYSIS OF VARIABLES	141
TABLE 4.5: HARMAN'S SINGLE FACTOR ANALYSIS	143
TABLE 4.6: CORRELATION ANALYSIS (N=384)	145
TABLE 4.7: MULTICOLLINEARITY DIAGNOSTICS	147
TABLE 4.8: STANDARDIZED COEFFICIENTS FOR STRUCTURAL PATHS (H1A-H1C).	148
TABLE 4.9: STANDARDIZED COEFFICIENTS FOR STRUCTURAL PATHS (H2A-H2C).	149
TABLE 4.10: STANDARDIZED COEFFICIENTS FOR STRUCTURAL PATHS (H3A-H3C).	150
TABLE 4.11: STANDARDIZED COEFFICIENTS FOR STRUCTURAL PATHS (H4A-H4C).	151
TABLE 4.12: MODERATION ANALYSIS (H5A-H5D).	153
TABLE 4.13: MODERATION ANALYSIS (H6A-H6D).	158
TABLE 4.14: MODERATION ANALYSIS (H7A-H7D).	163
TABLE 4.15: MODERATION ANALYSIS (H8A-H8D).	168
TABLE 4.16: MODERATION ANALYSIS (H9A-H9D).	173
TABLE 4.17: MODERATION ANALYSIS (H10A-H10D).	178
TABLE 4.18: HYPOTHESES ACCEPTANCE AND REJECTION SUMMARY	183

LIST OF FIGURES

FIGURE 1: RESEARCH MODEL	105
FIGURE 2: THE RESEARCH UNION.....	110
FIGURE 3: MODERATION OF NEPOTISM B/W RECRUITMENT AND SELECTION AND AP	154
FIGURE 4: MODERATION OF NEPOTISM BETWEEN TRAINING AND DEVELOPMENT AND AP	155
FIGURE 5: MODERATION OF NEPOTISM BETWEEN PERFORMANCE APPRAISAL AND AP	156
FIGURE 6: MODERATION OF NEPOTISM BETWEEN COMPENSATION AND AP	157
FIGURE 7: MODERATION OF NEPOTISM BETWEEN RECRUITMENT AND SELECTION AND TP	159
FIGURE 8: MODERATION OF NEPOTISM BETWEEN TRAINING AND DEVELOPMENT AND TP	160
FIGURE 9: MODERATION OF NEPOTISM BETWEEN PERFORMANCE APPRAISAL AND TP	161
FIGURE 10: MODERATION OF NEPOTISM BETWEEN COMPENSATION AND TP	162
FIGURE 11: MODERATION OF NEPOTISM B/W RECRUITMENT AND SELECTION AND CP.....	164
FIGURE 12: MODERATION OF NEPOTISM B/W TRAINING AND DEVELOPMENT AND CP	165
FIGURE 13: MODERATION OF NEPOTISM BETWEEN PERFORMANCE APPRAISAL AND CP ...	166
FIGURE 14: MODERATION OF NEPOTISM BETWEEN COMPENSATION AND CP	167
FIGURE 15: MODERATION OF FAVORITISM B/W RECRUITMENT AND SELECTION AND AP ..	169
FIGURE 16: MODERATION OF FAVORITISM B/W TRAINING AND DEVELOPMENT AND AP ...	170
FIGURE 17: MODERATION OF FAVORITISM B/W PERFORMANCE APPRAISAL AND AP	171
FIGURE 18: MODERATION OF FAVORITISM BETWEEN COMPENSATION AND AP	172
FIGURE 19: MODERATION OF FAVORITISM B/W RECRUITMENT AND SELECTION AND TP ...	174
FIGURE 20: MODERATION OF FAVORITISM B/W TRAINING AND DEVELOPMENT AND TP....	175
FIGURE 21: MODERATION OF FAVORITISM B/W PERFORMANCE APPRAISAL AND TP	176
FIGURE 22: MODERATION ROLE OF FAVORITISM B/W COMPENSATION AND TP	177
FIGURE 23: MODERATION OF FAVORITISM B/W RECRUITMENT AND SELECTION AND CP..	179
FIGURE 24: MODERATION OF FAVORITISM B/W TRAINING AND DEVELOPMENT AND CP ...	180
FIGURE 25: MODERATION OF FAVORITISM BETWEEN PERFORMANCE APPRAISAL AND CP	181
FIGURE 26: MODERATION OF FAVORITISM BETWEEN COMPENSATION AND CP	182
FIGURE 27: CONFIRMATORY FACTOR ANALYSIS	304
FIGURE 28: STRUCTURAL EQUATION MODEL: IMPACT OF IVS ON DVS	305
FIGURE 29: STRUCTURAL EQUATION MODEL: MODERATING EFFECTS	306

LIST OF APPENDICES

Appendix A.....	291
Cognitive Interviewing	291
Appendix B.....	296
Pilot Study Survey	296
Appendix C.....	300
Questionnaire.....	300
Appendix D.....	304
AMOS Graphics	304
Appendix E.....	307
List of Public-Sector Tertiary Care Teaching Hospitals in Karachi, Pakistan	307
Appendix F	308
List of Population and Sources	308
Appendix G.....	309
Ethical Review - Part I.....	309
Part-II.....	311
Appendix H.....	313
Letter.....	313
Appendix I.....	314
Industry Acceptance of Research.....	314

ABBREVIATIONS

S. No	Abbreviations	Description
1.	OP	Organization Politics
2.	R and S	Recruitment and Selection
3.	T and D	Training and Development
4.	PA	Performance Appraisal
5.	C	Compensation
6.	N	Nepotism
7.	F	Favoritism
8.	AP	Adaptive Performance
9.	TP	Task Performance
10.	CP	Contextual Performance
11.	HRMP	Human Resource Management Practices
12.	RBV	Resource Based View
13.	SET	Social Exchange Theory
14.	PJT	Procedural Justice Theory

PH.D. DISSERTATION- RESEARCH OUTCOMES

Published Research Article(s)/Paper(s)

Bibi, M., Khan, R. A., & Manzoor, A. (2021). Does Organizational Politics in Public Sector Mediates the Impact of Recruitment and Selection on Employee Performance. *Market Forces*, 16(1).

Bibi, M., & Khan, R. A. (2021). Evaluating the impact of performance appraisal on doctor's task and contextual performance: A view of public sector hospitals in Karachi, Pakistan. *International Journal of Endorsing Health Science Research (IJEHSR)*, 9(2), 184-189.

Bibi, M., & Khan, R. A. (2021). Assessing The Link of Training and Development with Adaptive and Contextual Performance in The Presence of Organization Politics: A Case of Public Sector Hospitals. *Pakistan Journal of Social Research*, 3(4), 481-490.

Bibi, M. (2021). The linkage between performance of healthcare professionals and management practices in health care organizations. *Journal of the Pakistan Medical Association*, 71(1), 725-728.

Bibi, M. (2020). Does Compensation Affect Task Performance? A Case from Public Sector Hospitals of Karachi–Pakistan. *Sarhad Journal of Management Sciences*, 6(2), 355-372.

Bibi, M. (2020). Training And Adaptive Performance of Healthcare Professionals in The Era of Digitization in Pakistan. *Sarhad journal of management sciences*, 6(1), 81-98.

Industry Acceptance of Research

Industry acceptance of research- Ph.D. work.