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**IMPACT OF HUMAN RESOURCE POLICIES ON THE
EMPLOYEES' PERFORMANCE IN AN ORGANIZATION:
A CASE STUDY OF PHARMACEUTICAL INDUSTRY IN
PAKISTAN**

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I hereby declare that I have compiled the paper independently and all works, important standpoints and data by other authors has been properly referenced and the same paper has not been previously presented for grading.

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List of Abbreviations

AJK: Azad Jammu & Kashmir

AMO: Analysis management object

CAGR: Compounded annual growth Rate

CEO: Chief executive officer

DRAP: Drug regulatory authority of Pakistan

DV: Dependent variables

HR: Human resource

HRM: Human resource management

HRIM: Human resource information system

HRMPs: Human resource management practices

IMS: Intercontinental marketing services

KP: Khyber Pakhtunkhwa

PPP: Purchase power parity

R&D: Research & development

SET: Social exchange theory

SHRM: Society of Human resource management

SPSS: Statistical package for social sciences

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ABSTRACT

Human resource management is the series of actions i.e., attracting the top talent, recruiting the right person for the right job, train the personal according to the company's requirement to achieve the required objective and better results, assessment of the employees and rewarding them accordingly. HRM has increasingly become one of the most pressing challenging issues in the pharmaceutical industry in general and in developing countries specially to increase the access of communities to needed medicines. Medicines availability in the market mainly depends upon the firm capacity as well as its managing policies i.e., specifically HR policies. Through literature review, remarkable gap is identified between HR policies and its implementation in pharmaceutical industry in Pakistan. Lack of knowledge, enlightening the HR policies, employee's performance, and its effects on company's performance, has initiated the quest to conduct research and explore the possibilities to identify their dependencies. To achieve this task, the research problem was contrived and classified into two folded objectives. The primary and secondary objective of this research study are to investigate impact of HR polices on the employee's performance in pharmaceutical industry in Pakistan. Additionally, to find that how employees performance impact the business of pharmaceutical industry of Pakistan.

In this research study both series of descriptive as well as analytic analysis, were performed to deduce the results and conclude the arguments for the closure of problem. In the study random sampling technique is used, which is the non-probability sampling method. The data was collected based on weighted sample method across Pakistan's different provinces with a total of 100 units out of 759 drug manufacturing companies. In this study it is found that HR policies and employees' perceived performance have a favorable and significant association. Strong and lined HR policies increase the efficiency and progress of employees and high performance of employees is a major source of success of any organization.

Keywords: Human Resource Policy; Pharmaceutical industry, Cronbach's alpha, t-test.

INTRODUCTION

Pakistan have been divided in to four provinces Punjab, Sindh, KP, Baluchistan and an area of AJK. Table 1 summarizes the current state of pharmaceutical industries in Pakistan, and it can be observed that the numbers have doubled since 1999.

Table 1. Drug manufacturing units break down on province basis

Area	1999	2017 (a)	2017 (b)
Punjab	160	370	440
Sindh	101	163	183
KP	32	98	114
Baluchistan	2	13	15
AJK	9	6	7
Total	304	650	759

Source: (a). As per Drug regulatory authority of Pakistan (DRAP)

(b). Per Quintile IMS (Intercontinental marketing system) figures.

Pakistan is among those developing countries where the focus on human resource development in not focused properly. They don't trust in routine institutionalized HR functions, much less talent management, as specialist HR services do nowadays. Due to the high unemployment rate prevailing in the country, they don't believe that they needed a specialized HR function in their firms and because of this attitude the basic functions like attracting personnel, maintaining them, and developing them for the future lose value. As a result, local private-sector companies rarely use formal talent management programs. On the other hand, some certain international firms operating in Pakistan are required to implement talent management strategies (Abbasi, 2010).

Although much research has been conducted in Pakistan with respect to HR policies, employees' performance, and organisational performance yet most of them are either conducted on small scale or on other specific industrial sector. A recent research study presented on the effect of training on workers output in pharmaceutical industrial sector shows a correlation between the training opportunities and their impact on labor output, but this is just limited to Pakistan's one city (i.e., Karachi) and the author suggests resuming this study on large scale in future (Hafeez, 2015). Another similar kind of study was conducted on telecom industry of Pakistan where the author checked the influence of staff training and development on employee performance as measured by Job Satisfaction (Khan, et al 2016). Although the researchers measured the relationship between the performances of the employees and organization, but several researchers had reviewed this aspect, from an organizational perspective. Very few researchers have checked the effect of HR policies on organization employees' performance (Ybema, et al., 2020).

Based on above-mentioned facts and figures and finding a gap between HR policies and its implementation, the author planned to conduct the research in the pharmaceutical industry which is facing a shortage of skilled labor, low level of employees' efficiency and less rate of retention which ultimately leaves a destructive impact on the organization's performance and image. This research was carried out to check the effect of HR policies on employees' performance and how organization is benefited due to employees' performance in result of these policies both financially and non-financially.

HR policies possess considerable challenge for the pharma industry to retain skilled and qualified staff and given the increasing demand for skilled and technical staff and boost in the drug industry, it is of utmost value to evaluate the HR policies impact on employee performance (Shabbir, 2014).

Pakistan is slowly progressing and there is an increase in the number of pharmaceutical companies in Pakistan, there is a need for analyzing the impact of HR policies to evaluate if the outcomes of implementing Human resource management and related policies would yield the same positive results as observed in previous research or vice versa (Muqadas et al., 2017).

The aim of this study is to assess the effect of human resource planning and policies on worker efficiency in pharmaceutical industry of Pakistan. The primary objective of this research is to find how employees' performance impact the business of pharmaceutical industry of Pakistan. The second

objective is to check the employee's performance impacted by HR policies in pharmaceutical industry in Pakistan.

Based on the above-mentioned problem statement following research questions are formulated:

RQ-1: What is the impact of HR policies on the efficiency of the employees of the pharmaceutical industry?

RQ-2: How does HR policies develop the employees' efficiency, which impacts the performance of the pharmaceutical industry?

RQ-3: How does employees' performance impact the non-financial and financial performance of the pharmaceutical industry due to the HR policies?

To gather relevant data, this study opts for a quantitative and descriptive research design. The data collection methods include a large-scale survey (n=100) where participants are employees from the pharma industry in Pakistan. It was ensured that the participants are currently employed in one of the companies in Pakistan to retain the reliability of data and all participants responded to the items on the questionnaire, considering their existing surroundings and experiences. For data analysis, the author used commercial software SPSS-IBM to analyze the data sets through statistical methods. In this research study both series of descriptive as well as analytic analysis, were performed to deduce the results and conclude the arguments for the closure of problem. In this study it is found that HR policies and employees' perceived performance have a favorable and significant association. Strong and lined HR policies increase the efficiency and progress of employees and high performance of employees is a major source of success of any organization.

The first chapter consists of the theoretical background and literature review where the author discusses relevant concepts and reviews the literature to contextualize the topic. It is for the reader to get familiar with the concepts and existing literature to better understand the findings of this study as they appear in the latter Chapters. The second chapter outlines the research methodology, and the author comprehensively describes the research design, instrument, and data collection method. The third chapter presents the results and overall findings, alongside a discussion section that elaborately answers the research question. The fourth chapter is the final chapter of this thesis, and it deduce the study by emphasizing the limitations, and considerations for future research in this field.

1. THEORETICAL BACKGROUND

In the HRM (Human resource management) literature, many studies have been undertaken to determine the influence of HRMs on individual and organizational performance, and researchers have gone to considerable lengths to advocate that HRMs produce desired organizational objectives. Consequently, the HRM implementation methods implemented by companies constitute a decisive part of organizational success; therefore, many scholars have sought to define how HRMs would be efficiently applied and how such practices would influence corporate goals. For example, in 2017, some researchers discovered a black box known as “HRM implementation by line managers” which was perceived as a discrepancy between planned and actual HR (Human resource) practices (OpBeeck, et al., 2017). It is notable that the human asset of the association gives it the cutthroat strength. Human asset in the association can comprise innovative, showcasing, monetary, transportation and coordinated operations, and numerous different specialists, administrators, bosses, and the labor force. Further, the accomplishment of even an extremely visionary administration of the association during a period of unmatched innovation advancement relies upon the hierarchical human asset. Thus, for the hierarchical administration to succeed, it is fundamental that legitimate and powerful HRM practices and cycles are created in the association. It is notable that the human asset of the association gives it the cutthroat strength. Human asset in the association can comprise innovative, showcasing, monetary, transportation and coordinated operations, and numerous different specialists, administrators, bosses, and the labor force. Further, the accomplishment of even an extremely visionary administration of the association during a period of unmatched innovation advancement relies upon the hierarchical human asset. Thus, for the hierarchical administration to succeed, it is fundamental that legitimate and powerful HRM practices and cycles are created in the association. In the past a many scholars worked on theory namely social exchange theory (SET), which was depicted by an author namely Blau in 1964 as the deliberate activities of people that are roused by the profits, they are relied upon to bring and commonly do truth be told bring from others, likewise was embraced to foster the current speculations (Blau, 1964). In the work settings, SET

demonstrates that when representatives expect some sure or negative future gets back from bosses, they will often help out or vindicate for them. SET is, in this manner, in view of a long-haul trade of favors or retribution which produces responses among workers and businesses (Cropanzano and Mitchell, 2005; Cook, Cheshire, Rice, and Nakagawa, 2013). A group of authors revealed in his research that all of the HRM practices investigated had a favorable link with distinct characteristics of employee performance; however, only job rotation, work autonomy, and career planning practices had a significant positive influence on all three categories of employee performance (task, contextual and adaptive). Since a result, research showed that the company is capable of competing effectively and management should pay more attention, particularly to these behaviors, as disregarding them or failing to embrace and pay more attention to them may be among the key reasons for poor employee performance (Abubakar Tabiu et, al., 2016). Subsequently, SET can convey the reasonable help of examination on workers' mentalities and practices since upgrading the positive connections among businesses and their representatives rely upon what degree advantages or favors got by representatives from their bosses. It can't be prevented that the achievement or disappointment from getting execution the executives projects of any association rely upon the way of thinking that it is associated with business objectives and the mentalities and abilities of those liable for its executions and activities. There are numerous techniques accessible to assemble data of a worker execution in the evaluation cycle. This data should be utilized for authoritative requirements and imparted to workers so it will bring about a general exhibition (Lee, 1996; Abdullah et al., 2012; Thwala et al., 2012). This study echoed the efforts of earlier scholars like Gratton and Truss, clearly showed the inefficacy of organizations despite their best efforts in HRM activities to create success (Gratton, and Truss, 2003). Human resource is the cluster of those performers who has the caliper to generate and deliver the productive services through their knowledge, skills, and abilities. This department of the organization is regarded as a most valuable resource. (Hamzah Muhammad et, al., 2014). Human resource management (HRM) methods (remuneration, career planning, performance evaluation, training, and employee participation) play a categorical influence in enhancing labor force performance. Hence, to get the desired results firms should implement these practices. In order to to motivate the employees' high-performance behavior a number of different reward and recognition program should be adopted by the organizations. The organization provides substantial training for its staff which should in accordance and relevant to the changing needs of occupations and business. Job performance should be considered more significantly while determining employee compensation. Employees'

contributions and ideas should be valued by management, and employees should be empowered to use their own abilities to determine the good judgments. Human Resource Management practices (remuneration, career planning, performance evaluation, training, and employee participation) play a critical role in enhancing employee performance, so organizations should change and modify their HR policies keeping in mind the above-mentioned factors to achieve the required goals (Hassan 2016).

In order to check the impact of HR policies on the employees’ performance and how employees’ performance due to HR policies impact the organizational performance financially and non-financially the author decided to conduct this research. To conduct this research HR policies are taken as independent variable whereas the Employees’ performance and organizational performance is taken as dependent variables. Research design (Figure 1).

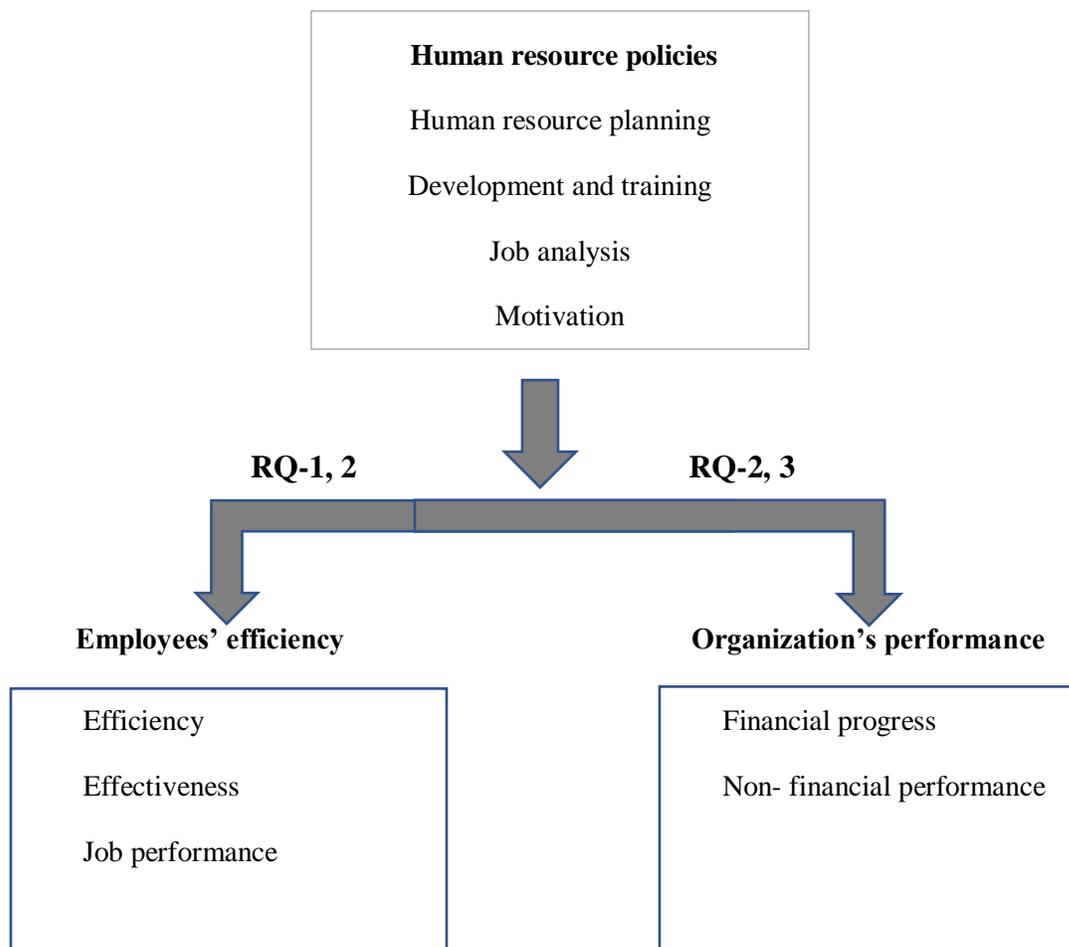


Figure 1. Research design
Source: Muhammad Anis Bajwa (2021)

Employees' efficiency is taken as the dependent variable whereas the HR policies (human resource planning, training and development, job analysis and motivation) is taken as independent variables.

1.1. Employees' performance

Worker performance is related to yield output, work quality, timeliness of production, involvement in work, productivity of completed work, and viability of completed work (Mathis and Jackson, 2009). In the same year another group of researcher confirms that workers performance is a positive passionate status that creates from a person's work evaluation and experience (Islam and Siengthai, 2009). Earlier the same kind of thoughts are also supported by other people who hypothesize that worker performance establishes a person's general discernment and assessment of the workplace (Sempene, 2002). Knowledge, expertise, guts and previous experience to perform the assigned duties and targets by the management in a proper way and efficient manners is taken as employees' performance (DuBrin 2006). There is a direct relation among employee performance, worker's different growth areas and human resource management practices (Hafeez and Akbar, 2015). Moreover, recently many researchers forced that effectiveness of any firm depends on the productivity of its every single worker (Mastrangelo, et al., 2014). Keeping in all those employees following performance was judged: working efficiency, planning, how much he is creative and innovative and what efforts he puts to complete his task or duties. Many other writers in performance management are agreed that the employees play a key and vital role in the organization competitiveness by providing quality service, winning customer satisfaction and proper utilization of company's assets and resources. (Harris and Mongiello, 2001; Atkinson and Brown, 2001).

Prior research proved that there is tremendous effect is seen on employees' performance when there is a company's support behind them. Employees determination towards their duties and firm and quality of work change the company and the efficacy of the basic ethics of the company (Fry, et al., 2017). Employees will be happier with their work and perform better if they are fairly compensated for their efforts. Human resource management is critical to establishing a competitive advantage in pharmaceutical organizations. HRM is critical for leading firms in a volatile economy. The study's findings indicate a beneficial association between HRM practices, employee performance, and work satisfaction. For instance, when firms provide better means to their employees (rewards, bonuses, appraisals, and trainings) and permit them, their workers do their assigned duties effectively in the

organization. In returns, this enables the organization to compete effectively (Chumpon Rodjam et al., 2020).

Employee is considered as one of the basic parts of any organization and employee's performance can cause the success and failure of any organization (Hameed & Waheed, 2011). Employee performance can be explained as the employee's attitude and the consequences that follow from completing job tasks with specified abilities, and these results or outcomes are measured using various scales (Imran and Tanveer, 2015). A recent study regarding employee's performance, job satisfaction due HR policies shows that employees' bad performance and job dissatisfaction result from a gap between HR policies and implementations of these policies (Ybema 2020). Worker performance refers to that how a worker performs his job obligations, completes needed tasks, and reacts in the workplace. It allows individuals to attain their full potential while also improving overall performance, which can have a positive impact on morale and work quality.

1.2. Human resource policies

Human resource policies include planning of staffing needs, job analysis, the right of people recruiting for jobs, training and orientation, salaries and wages, the provision of incentives and support. Human resources today have an effect on the overall performance of the company and investment in its program is justified based on returns (Noe, et al., 2017). Thus, several studies have begun to examine human resources and other organizational issues simultaneously. It is not clear from the related literature how human resources affect organizational capacity (Wright, et al., 2001). The effect of human resource policies on worker performance in an organization is one of the main issues that require further study and examination in our field. According to Boselie, Paauwe & Jansen, (2001), the United States and to a lesser extent the United Kingdom are responsible for a large majority of empirical studies on the effects of HR. Recent research has argued that several HR policies are particularly important for the success of organizations (Alsafadi and Altahat, 2021; Cowan et al., 2021; Kleiman, 2004; Ybema et al., 2020; Young, 2020). Top administration is recommended to formulate their authoritative equity practices and draft them in this way, so that they should leave a decidedly impact on the worker's affective organization commitment, to get positive authoritative results, for example, enhancing the execution and staying a step ahead among the competition, and on

the other hand decrease in the worker turnover aim (Abuelhassan, et al., 2020). There are no common rules that determine level of human resource policies that affect company's progress. In addition, there is no compatibility between the causes of these policies' failure (Perez, et al., 2005). Recent studies have focused on the effectiveness of HRM implementation methodologies and have attempted to shift the focal point of HRM away from the human resources department and toward other levels of the company. For example, a research states that "high quality HR practices mean little if they are poorly implemented" (Woodrow and Guest 2014). A recent past study results showed that both authority styles altogether affect worker work fulfillment. Strong culture directs the connection between conditional authority and representative work fulfillment. While administrative and imaginative culture was not a huge mediator (Pakyasri et al., 2018). In addition, some other writers contributed that when there is an optimum overlap between planned and actual activities, HR practice is effectively executed. (Trullen, Stirpe, Bonache and Valverde, 2016). Employee performance is one of the most important aspects influencing organizational performance. The successful organization recognizes the value of human resources as a crucial aspect that directly influences and contributes to performance (Al-Qudah, et. al., 2014). Following this research, Bondarouk, and other scholars Trullen, in 2016 proposed to conceptualize and discover HRM implementations that are successful because of the efforts of various individuals HR decision makers, such as senior executives, HR professionals, and line managers, as well as employees, each have their own jobs to carry out in order to carry out the HRM process in firms, therefore identifying their roles and responsibilities would provide HRM with appropriate governance (Bondarouk, Trullen and Valverde, 2016). Overall, it appears that recognizing HRM difficulties not only fixes HRM inefficiencies, but also makes it simple to act on HRM rules and increase the efficiency and effectiveness of employees in other areas. Such research is unquestionably necessary and unavoidable. Similarly, Ybema (2020) also agreed that employees' bad performance and job dissatisfaction result from a gap between HR policies and implementations of these policies. According to Cowan (2021), Human resource practices are one of the primary elements that help a firm to gain a competitive edge (Cowan, Clayton, and Bochantin, 2021). Human resource policies are the combination of attracting the top talent through attractive offers in different aspects, selecting the right person for the right job, to train the on-board employees' according to the requirement of the company and to develop them for the future projects and competitions and to reward them according to their performance and keep them motivated to perform well.

1.3. Development and training

Workers are considered as the basic part of any organization. Success or failure whatever is faced by the organization is all depends upon employees' performance of that organization (Mwema and Gachunga, 2014). Organizational leaders must recognize the importance of planning and continuous improvement in representational execution and assessment. In today's global market, improved talents, knowledge, and abilities are the cornerstone for an organization's competitive advantage (Joel Rodriguez, Kelley Walters., 2017). Due to the growing competitive climate in today's world. companies constantly improve the performance of their employees through training and motivation (Cowan, Clayton, and Bochantin, 2021). It is estimated that the drug sector directly employs approximately 90,000 people and indirectly employs 150,000 people in various capacities (Qurashi, Khalique, Ramayah, Bontis, and Yaacob, 2020). Staff turnover is low, at least for the top 100 enterprises. The main reason for this is because high-level organizations are known to offer competitive wage packages as well as other benefits, which aid in employee retention. Furthermore, training and other extracurricular activities are regularly provided to train, maintain, and improve their abilities (Sohail and Mirza, 2020). Gamage and Imbulana (2013) are agreed with the view that if firms conduct and adhere to training and development programs, they will produce a staff that is highly skilled, motivated, and morale-boosting. People that work in an organization create a workforce, and that workforce should be skilled enough to perform in the best interests of the organization. Training and development programs ensure that the workforce is properly trained and skilled to perform well (Bataineh, 2014). Training and development serve as the health industry's backbone. (Ahmad and Din, 2009). Only once it has been determined which employees should be trained and in which areas they need training out of all those working in the organization can the training be properly begun (Kum and Cowden, 2014). Employees are always given the opportunity to learn something new through training and development programs. Training is full of learning and innovation, so it is vital to train to keep ahead in competition (Niazi, 2011). HRM activities can be divided into three categories: (a) the development of basic hierarchical abilities, (b) the enhancement of representative fulfillment, and (c) the development of client and partner satisfaction. Appropriate HRM training has an impact on the organization's overall effectiveness. They improve the organization's internal capabilities to deal with existing problems or future problems. Positive HRM drills also help the organization's representatives prosper. The accountability and inspiration fostered by excellent HRM procedures can motivate

challenging work and have an impact on the organization's image. Organizations with proper HRM practices can create a realistic and long-term ability for the organization to manage internal execution and handle external challenges. As projected benefits of an optimal training program, advancement in duties and increase in employee skills could be highlighted (Chidambaram and Ramachandran, 2012). Employee training and development aids in the improvement of old skills as well as the enhancement of current skills (Kulkarni, 2013). Training is used to differentiate oneself from competitors in a competition (Jehanzeb and Bashir, 2013). Research clears that organizational performance improves positively when its employees are properly trained and their skills are polished to complete their daily tasks (Bakker and Demerouti, 2007; Lee and Bruvold, 2003; Schaufeli and Salanova, 2007). Training reduces the gap between employees' present performance and desired performance (Elnaga and Imran, 2013). Training plays a vital and key role in an employee performance and HR policies should be formulated in such a way where the employees must be trained according to the company's requirements on regular intervals of time.

1.4. Job Analysis

Several past research papers have presented descriptions of job analysis, claiming that it provides useful insight into actual position characteristics found in each job and is a crucial component of an effective HRIS. Majority of them are based on job analysis that serve as the foundation for all HR planning operations, including job descriptions, job requirements, and job standards, are typically included in a company's HRIS (Siddique, 2004). Human resources should be intelligently sought and selected using modern technology. A recruitment and selection program technique should also be developed in order to boost employee competencies (Hamzah Muhammad et, al., 2014). Some authors, however, have stressed the significance of job analysis as a strategic HRM method with the potential to improve organizational performance (Bowin and Harvey, 2001; Cascio, 1998). With the interest of a younger and more educated workforce, there is also a rising concern, particularly in the shift of laborers' crafts from the bargaining table to the courts as organizations and individuals strive to characterize opportunities, obligations, and commitments. Work honor, whistleblowing, privacy matters or issues, the right to organize, smoking, directed benefits, and work and family associations are all topics in this sector. Managers must keep in mind that there is a different attitude about work,

family, and dedication. The current generation is not "detached" from this familial concern and dedication, and as a result, a person's hours spent working for a single organization throughout his career have grown remarkable. Aside from balancing employment and daily life, they seek out higher calling opportunities and pay for them in the same way that they do for their family (Thwala et al., 2012). With a better understanding of the HR–performance relationship, it has been claimed that organizations that actively pursue job analysis as an HR planning technique are more likely to gain an advantage in the marketplace (Anthony et al., 2002; Dessler, 2003). Taking these studies into account, job analysis can be defined as the systematic collecting of job-related information, specifically stated actions, obligations, and responsibilities associated with a job, as well as the knowledge, skills, talents, and other traits required to do it (Bowin and Harvey, 2001). The existing hiring approach for various positions should be examined. Management should do a detailed job analysis and examination of the positions to be filled. Human resources receive applications even when no job openings are advertised, and these applications should be assessed (Hamzah Muhammad et. al., 2014). To hire a good person for the job, it is necessary to understand the job criteria as well as the attributes of the person who will be doing the job. The information on these two factors comes from the work description or job description, and it assists management in tailoring job requirements to employees' attitudes, abilities, interests, and so on.

1.5. Motivation

According to a study conducted by Waiyaki (2017) that Employees require motivation based on reward and recognition, and when they are not driven, their performance decreases. This study is about human resource management and how to improve employee performance (Waiyaki 2017). In 2018 research was conducted by Silva and other group of scholars state that to a better understanding of how to improve employee performance through motivation and other factors so that personal and organizational goals can be accomplished. According to one study, employees can be motivated both intrinsically and extrinsically, with each resulting in a separate set of rewards. Employees are the source of intrinsic motivation. While extrinsic motivation is motivated by monetary gain and recognition rather than self-interest, intrinsic motivation is motivated by self-interest (Silva, Arrieta et al. 2018). Management or organization's commitments towards the employees act as central link

between the employees deep-rooted motivation and his performance output. This implies that representatives characteristically persuaded towards their own work, foster a feeling of distinguishing proof what's more connection to their association that thus is contrarily connected with turnover aim. (Maura Galletta 2011). Whereas in 2012 Stanley is having an opinion that motivated staff can produce the best results and help you reach your goals. Managers in any organization are usually in charge of getting things done through personnel. An effective manager must know how to motivate employees to achieve organizational goals, but this is easier said than done. Motivated employees are not just good team players, but they also enjoy autonomy. Collaboration is another outcome of motivation (Stanley 2012). It is also observed by the Stanley (2012) that in modern organizations where there is a tug of war for competitive advantage, motivation is an essential component for talent retention (Stanley 2012). It's also greed by the Waiykai (2017) that Organizations must create an inspiring workplace environment in which employees want to stay and thrive (Waiyaki 2017). It was suggested by Shahzadi et al. (2104), that employee motivation encourages them to coordinate and collaborate to make the best use of human resources possible (Javed et al. 2014). Management or organization's commitments towards the employees act as central link between the employees deep-rooted motivation and his performance output. This implies that representatives characteristically persuaded towards their own work, foster a feeling of distinguishing proof what's more connection to their association that thus is contrarily connected with turnover aim. (Maura Galletta 2011). Earlier research conducted by the different authors state that the Mismanagement of human resources can have a huge negative impact on a company. Employee motivation is primarily based on the attractive rewards system and how well they succeed in achieving these rewards, and the same thing can work for any current association administration in achieving the desired goals or output for the organization by keeping their employees motivated; in this way, the company will gain a strategic advantage in the market. Workers want a remuneration scheme that they believe is appropriate and proportionate to their abilities and assumptions. In this way, salary or wage is an important notion in an organization because it gives representatives a clear reward for their services as well as a source of recognition and vocation (Thwala et al., 2012; Abdullah et al., 2012, Howard, 1993). Motivation is a useful instrument in the hands of a manager for influencing his subordinates to act and behave in the required manner by satisfying their wants and desires. It is concerned with how attitude initiates, is energized, begun, sustained, and directed.

1.6. Organization performance

Back in 2013, a research study was conducted by Josan, who performed the content analysis research to examine the link between human capital and organizational effectiveness. Competitiveness, innovation, and excellence describe organizational effectiveness. Competence is determined by skill and human capital investment. Human capital investment is defined by investments in education, health, and training. The study claims that globalization has resulted in a new economy known as the knowledge economy, in which human capital elements such as education and training play a crucial role. Based on existing literature, it was determined that investment in human capital is directly linked not just to organizational productivity—training increases productivity by 16 percent—but also to profitability. Materials saw a rise that was more than double the magnitude of the pay increase due to trainings (Josan, I. J. 2013). HRM practices sway the working consequence of the agents. The incomparable HRM practices in the affiliation can adjust to the hardships looked by the relationship, for instance, an extending number of agents, encountering new work areas, social orders, preparing laborers enemy change, revamping and the unavoidable and routinely harmful effects of the development. Further Human resource management practices must evolve. The procedures must be tenaciously updated in order to effectively meet the issues thrown up by the changing environment in the organization. The difference in the personality of the interior element of representatives has a different effect on the presentation of the actual workers, and because workers are a part of the organization, representative execution has sway on firm execution (Hatane, 2015; Vosloban, 2012). There are some key factors which play important role in the organization performance like, structure of the organization, leadership of that company, environment of that firm along with the motivation of the employees, employees' skills and abilities and the culture of that organization.

1.6.1 Financial

Human resource practices have a critical relationship with the financial performance and growth of Organizations. It's not any easy task to judge any firm's performance, because the success of any business mostly depends on the ways they are adopting to achieve the company's goal (Randeree, and Ahmed, 2019; Zhang, YC, and Li, 2009). According to the study, selection, training, reward, and

employee engagement are key variables in banks' high financial performance; thus, banks' interest in high financial performance and as a requirement, performance must center on these variables (Quresh et al 2010). The researcher agreed with the view that as a low-cost strategy involves the implementation of specific HR practices, such as performance management, HRM has a direct impact on financial outcomes. As a result, it can contribute to financial success while having no detrimental influence on employee satisfaction (Vermeeren et al, 2015). Any organization's financial performance is an internal assessment of how successfully a corporation can use its assets from its primary manner of operation to generate income. It is also employed as a general indicator of a company's overall financial health during a given time period.

1.6.2 Non-financial performance

Various authors agreed with the view that to make sure firm's competitiveness it should pay more attention towards non-monetary or operational results estimated by competitiveness (Beatham, Anumba, Thorpe and Hedges 2004). In this regard, extensive research undertaken in India describes a paradigm that indicates how external and internal factors influence HRM practices, which in turn bring specific benefits to the firm and ultimately lead to overall corporate success. The authors cite seven firms that use "novel" HR methods, including Maruti Udyog Limited (MUL), Tata AIG General Insurance Co Ltd, J K Lakshmi Cement, LG India, and Pantaloons (India) Ltd, Grasim Industries Ltd, HCL Technologies Ltd. Noticing that these companies are performing "well" in their respective industries, they attribute their success to these ostensibly "innovative" HR practices, hypothesizing that the latter must have aided in building the company's image in the minds of the employees, thereby contributing to their respective "good" business performance (Tiwari and Saxena 2012). In a recent study it was determined that human resource practices have a critical role in keeping employees and enhancing organizational performance. Different types of organizations (for example, businesses and the public sector) are increasingly recognizing the value of human resources as a source of competitive advantage. Creating a competitive edge through personnel involves careful assessment of the approaches that best use these assets (Leghari et al, 2014). Management in the production firms can endeavor to improve firm execution markers; proficiency, viability, pertinence, and monetary feasibility by recruiting gifted workers, standard preparing program for staff, recruiting of experts for groundbreaking thoughts, foundation of divisions, The executives by strolling around and upgrading formal staff residency on a continuous premise. Directors ought to likewise give material motivators

to draw in and hold high talented labor force. It is fundamental for assembling area to give great execution evaluation to their representatives. Reasonable execution examination and control while supporting employees' inspiration prompts expansion in firm execution. Directors ought to likewise energize representatives to gain, share, and apply their insight to accomplish the exhibition examination objectives which can lead to more readily firm execution (Bulitua Godrick et al 2014). Any firm's non-financial metrics are termed quantitative measures because they cannot be stated in monetary units. Earnings, profit margin, average order value, and return on assets are some examples of common financial measures.

1.7. Role of HR managers in the pharmaceutical industry

Despite the global recession, the pharmaceutical manufacturing business is one of the few industrial sectors that is still growing at a rapid pace. It is predicted to expand by roughly 8% per year, from \$1.1 trillion in 2014 to \$1.6 trillion by 2020. World population was around 6.9 billion which tends to reach 7.9 billion by the end of 2021. The population of the middle-class consumers will be almost get doubled from 1.7 billion to 3.6 billion by the year 2025 (Those with annual incomes ranging from \$6,000 to \$30,000 are considered middle-class) by PPP (purchasing power parity). As the average income of the population rises, so does the use of pharmaceutical items. However, the sector confronts a number of obstacles, the most significant of which is the diminishing rate of novel chemical discovery (Mohan, Prasad, and Poonguzhali 2015). According to new research, new drug discovery has averaged around 21 each year over the last ten years, despite the enormous number of new drug discovery projects now underway, including approximately 458 in preclinical stage, 903 in phase 1, 1411 in phase -2, and 347 in phase 3, totaling 3,119. (Data for the largest pharmaceutical companies only). The failure rate in phase one is projected to be 46%, 66% in phase two, and 30% in phase three. The average cost of developing new medications per molecule has been estimated to be between \$2 and \$4 billion. Every year, a large number of medications are taken off the market due to patent expiration. After the patent is revoked, the price of medications lowers by 95%. Even at these costs, Indian generics are generating a lot of money. It's no surprise that the large multinational that owns the majority of the patents utilizes techniques like line extensions to keep patents. Due to the deep pockets these multinationals enjoy (Pfizer is said to have an after-tax profit-to-sales ratio of over 40%),

Indian drug makers are unable to challenge them in court. Dr. Reddy laboratories learned a lesson the hard way. Another issue confronting the market is the dubious promotional techniques employed by pharmaceutical corporations. Between 2000 and mid-2012, the industry paid more than \$30 billion in settlements to resolve 226 violations, including off-label marketing and overcharging of taxpayer-funded health programs, and the fines have risen (Mohan, Prasad, & Poonguzhali 2015). In the current tough situation prevailing in the market HR manger should use his best skill to retain, motivate and hire the best talent available in the market to keep his firm at the top among the cluster of the other organizations.

1.7.1. Emerging roles of HR managers (attracting the best talent)

The pharmaceutical sector normally attempts to attract the best science graduates and postgraduates from the best universities, but the most talented graduates are the same ones that all top-tier companies in other industries want. This rivalry for the greatest people has turned the focus to the individual, shifting from the best remuneration packages to reward systems that can be customised to the needs of every employee in the organization. A rising number of organizations, including industry leaders, are providing stock options to their most brilliant employees as a way to give them a share in the company. As a result, most of these programs now include some form of performance criterion, albeit they are still often less complicated - and less demanding - than long-term incentive plans. As a result, it is critical that recruitment take place after careful examination of the candidate's profile. Because the employee is new, it is critical that he is hired for a department in which he is interested; only then will they be able to provide the desired outcomes. There is no single optimum HRM approach that is applicable to all associations. Incredible human resource management practices differ from one affiliate to the next. Because each organization works in a different setting, practices that are excellent for one organization may not be suitable for another. Honestly, exceptional HRM procedures don't entail a lot of distinct workouts, but rather a method for controlling the legitimate business. In this manner, each affiliation is expected to cultivate unquestionable plan of HRM practices which is specific to the genuine affiliation.

World health organisation (WHO) raise that point in their journal that HR departments of the pharmaceutical industry facing challenges due to the health workforce crisis. There is a serious shortage of skilled health workers worldwide. In developing countries, the shortage is more critical,

particularly in the Eastern part of Asia (where Pakistan is situated). However, we can overcome this shortage with the help of the outstanding performance of HR. Most of the countries including Pakistan, experience skill imbalances; in this result, the available workforce is unable to fulfil the needs of local health. Many highly qualified and skilled professionals than a small number of lower-level forces impedes delegation of responsibilities and wastes resources. Moreover, highly qualified, and skilled professionals can easily migrate to other countries because their skills are in high demand in developed countries. Geographical, there is a lack of training in developing countries. If training is available, that is not up to the standard. HR can play a vital role to arrange training and find highly qualified people from developed countries for training.

As it is obviously expressed the work fulfillment among representatives working in assembling areas is crucial for maintenance of able workers to guarantee representative usefulness and authoritative execution, this review center around deciding the variables that improves worker execution. The affecting elements are to be specific, remuneration and advantages, pay, initiative, authoritative culture, working climate, balance between serious and fun activities, collaboration, and regard for representative. Compelling administration style and occupation fulfillment adds to the association's prosperity. Hierarchical culture, impacts work fulfillment of representatives in assembling enterprises incredibly. For example, the report produced by SHRM (Society of Human resource management) on Job Satisfaction and Engagement Report 2015, shows that pay and advantages bundle is significant, however the corporate culture implies more and has more noteworthy effect on representatives' work fulfillment. Truth be told, the top representatives' work fulfillment factors in year 2014 were the accompanying in sliding request, deferential treatment for all workers, trust among business and senior administration, benefits, pay and in conclusion employer stability.

Particularly in developing countries, inadequate working environments worsen the situation. Health workers are not motivated due to delayed and insufficient salary, poor career prospects and incentives, frequent shortages of supplies and equipment. Moreover, the low wage of health workers in the public sector might result in dual practice, selling and promoting drugs as an extra income-producing activity and demanding illegal compensation for services. Lack of reliable information on size, skills and distribution of the health workforce responds to the strategic planning and crisis of human resources more difficult.

1.7.2 Employees retention

It is understood that in an organization, there are different needs and requirements of different workers. Understanding and meeting the requirements of diverse employees will also be critical in retaining and motivating them. Many top executives believe that the only reason someone would leave a company is for money, even in the pharmaceutical industry, where nobility of purpose should have been a major motivator. As a result, whenever a key employee wishes to leave, firms respond by matching or improving supply, a strategy that frequently results in increasing the salary of a specific category of workers while decreasing the value they provide. According to PWC (Price Waterhouse Coopers), recent studies reveal that most employees would quit an employer to follow a good mentor, and that most believe that being hired in an organization provides a better opportunity to achieve one's potential than being prepared for a new post. As a result, money isn't as crucial. Recent studies in 2020 author observed that when in organization, workers are behaved badly or oppressed it enhanced the tension of workers and decrease their motivation level in the consequences of such attitude. (Rajalingam 2020). Along these lines, being harassed working is a danger to mental prosperity also, and representatives who are exposed to tormenting report more noteworthy degrees of general and mental pressure (Dos Santos et al., 2020). Additionally, work environment shunning has likewise been contrarily connected to representative prosperity since it prompts improved degrees of occupation strain and enthusiastic depletion (Chung 2020).

The working environment of a corporation is determined by its culture, which differs from one to the next. It has been noticed that most new hires tend to compare the work culture of their present firm to that of their prior one. Because no two firms are the same; there is always a difference, and that comparison drives employees to retreat into a shell and fail to accomplish the needed outcomes, or even consider a job change," says (Managing consultant, Pharma resource). Another problem is redundancy; with fast evolving technology, even the most experienced employees in the field are overwhelmed by the feeling of being redundant since they do not have access to the most recent update programs and lack training. Different prizes, employee of the week or month, recognition, and acknowledgement at various levels about the fulfillment of their work are some of the efforts that the biggest pharmaceutical businesses do to inspire and keep the morale of their staff high. It is one of the basic responsibilities of HR manager to accept and implement changes to improve the performance of employees and overall development of the company. He should be professional to minimize the

employee's dissatisfaction, to motivate them to perform his best. HR specialists enhance the company's performance by not only monitoring his own department work but also all other departments of the organization. He also participates efficiently in company's mission, vision, goals and formulate the policies accordingly to achieve it. HRM practices have an impact on what workers do. The activities are expected to concentrate on the fact that the employees are occupied with beneficial practices. The primary impact of HRM methods is on genuine laborers, to the extent of what they have, feel, and do. Obligation HRM strategies have a significant impact on how agents feel and increase their satisfaction. These approaches imply better execution on focus tasks, going above and beyond the current commitment, more visible status to communicate data, and overall lower quit rates or turnover.

A research was conducted regarding the worker's job satisfaction level with respect to management and firms working style the author found that these two things create a great impact on employee performance and output (Chang and Lee 2007). On the other hand, in 2013 research the author has an opinion that there is a critical connection between the conditional and groundbreaking authority towards level of job satisfaction (Loganathan 2013). Moreover, a strong hierarchical culture, order authority and participative – steady initiative significantly affects work fulfillment of representatives (Al-Sada, Al-Esmael & Faisal, 2017). A review on the directing job of association culture between relationship of administration and group proactivity. It came about that authoritative culture to be sure conservatives the connection among administration and group proactivity when the steady culture is high. Many examinations are done on effect of administration styles and authoritative culture on work fulfillment, however not very many with directing effect of hierarchical culture on initiative styles and occupation fulfillment. Accordingly, this examination assists with recognizing if authoritative culture, other than being free factor, would have a huge directing effect on improving position fulfillment (Erkutlu 2012). Employee retention is described as an organization's capacity to keep its staff. It refers to the tactics that a company creates to reduce employee turnover risks, as well as the processes that it implements to promote top talent retention.

2. METHODOLOGY

This chapter describes the research methodology as adopted in this research study. Section 2.1 explains the research design and sample, while section 2.2 discusses the data collection methods.

2.1. Research design and sample

This study opts for a quantitative research design. A quantitative approach relies on statistical analysis to draw on the findings of the research. A procedure or methodology for assessing a problem, state, or fact is referred to as an analytical technique (analytical method). Analytical approaches are often time and task constrained. They are only used once to resolve a specific problem. This research design is most used in market research where it is important to study the quantitative data to identify trends, patterns, and insights that emerge from the data. Given that this study evaluates human resource policies and planning and their impact on employee efficiency, it requires a research design that allows for an identification of the relationships that exist between variables, and further underpin the impact on variables.

The independent variables are human resource planning and policies, whereas the dependent variable is employee efficiency. The primary goal of this research is to investigate the impact of human resource policies on employee performance in the pharmaceutical business in Pakistan. The second objective is to find how employees' performance impact the business of pharmaceutical industry of Pakistan, the key was to gather data from the relevant employees in the pharmaceutical industry.

The study sample has been chosen on the basis on non-probability purposive sampling. Such a sampling method relies on the researcher's judgment to decide on which sample will be the most effective for their study. For this study it was important to recruit a sample that has enough experience in the field of pharmaceutical industry in Pakistan, that's why the sample was chosen given the

author’s knowledge about the study and the population. All participants (n=100) were employed in the pharmaceutical industry in Pakistan and were serving in one role or the other. This ensured that the responses collected would yield effective and reliable results. All employees i.e., CEOs, Director, Managers and Assistant managers were encouraged to take the survey (see appendices attached).

Table 2. Distribution of selected sample units

No	Area	Units	Sample units
1	Punjab	440	58
2	Sindh	183	24
3	KP	114	15
4	Baluchistan	15	2
5	AJK	7	1
TOTAL		759	100

The summary in table 2 highlights the sample units and their location. 58 participants from Punjab, 24 from Sindh, 15 from KP, 2 from Baluchistan province and 1 from AJK are the participants considered in this study.

2.2. Data collection method

The apparent study gap concerning the impact of human resource policies on employee efficiency necessitated the acquisition of primary data in order to meet the research objectives. The data collection was done through a large-scale survey (Appendix 1). Survey offers considerable advantages as it is easy to conduct and does not affect work routine since it only takes a few minutes to fill out. The survey was chosen as the data collection method considering the busy routine of the pharma industry, and the non-availability of higher officials for the interviews. The survey method allowed for the data collection effectively, and timely.

The survey questionnaire consists of 45 items that collect data related to human resource policies, the impact of those policies. In addition to this, the items on the questionnaire also collect data relevant to the employee's efficiency and willingness to continue working in such conditions. The first section of the questionnaire collects demographic data, the data related to the organizational position of the participants, and the number of employees in the organization. Following this, the next section collects information about the human resource policies and planning where items like "Do you think human resource management has direct involvement in organization?" collect the required data, and items like "Human resource performance is recognized publicly (award, dinner, and publicity)?" offer assistance pickup bits of knowledge into representative inclusion and their generally proficiency.

Before conducting the large-scale study, the data collection instrument was tested. For this, the author conducted a pilot study to test the comprehensibility of the instrument and to identify if the items on the questionnaire retrieve the intended data. Twelve participants from the author's contact list were recruited for this purpose. They were informed about the nature and purpose of this study and were encouraged to point out the maximum issues and complexities in the questionnaire. After filling out the questionnaire, the author engaged with them in an informal discussion to identify the issues. It was reported that the current questionnaire was not properly organized, and there was insufficient instruction for the participants to propel through.

The feedback from pilot study was taken into consideration, and the final version was developed in a clear and organized manner. After conducting the second round of test-study, it was reported that the items on the questionnaire were understandable and was effectively organized. After getting a green flag from the supervisor, it was further proceeded to conduct the large-scale survey.

Please note that the questionnaire was conducted on paper, and the responses were collected as a hard copy. Based on the gathered data, the results are extracted.

2.3. Data analysis

The data analysis was done using commercial software SPSS-IBM to analyze the data sets through statistical methods. The present study is composed on the following analysis:

2.3.1. Descriptive statistics

Descriptive statistics summarize and categorize a data set's properties. A data set is a grouping of responses or observations from a sample or the entire population. Following data collection, the first stage in quantitative research is to describe characteristics of the responses, such as the average of one variable or the relationship between two variables. The analysis included descriptive statistics to determine the mean, standard deviation, variance, and range of responses. This allowed for the basic summary data to visualize the dataset and identify the mean responses of participants.

2.3.2. Analytical method

A procedure or methodology for assessing a problem, state, or fact is referred to as an analytical technique (analytical method). Analytical approaches are often time and task constrained. They are only used once to resolve a specific problem. Several analytical methods are nowadays utilized to process the data and ensure its reliability through a parameter called Cronbach's alpha. In this study Cronbach's alpha is enacted to first check the data consistency and then find the precision variables relationship. A brief introduction of both analytical methods is provided below:

Cronbach's alpha is a measure of internal consistency, or how closely related two or more items are. It is recognized as a scale reliability metric.

3. RESULTS

The role of human resource policies and its impact on the employees' performance in an organization: A case study of the pharmaceutical industry in Pakistan, with the accumulated data from the pharmaceutical firm's manager, assistant manager, chief executive, or managing director. This data was collected through a structured questionnaire for the role of human resource policies on employees' performance and in the success of an organization. This survey covered 100 pharmaceutical firms from Pakistan. A pilot study was conducted to ensure the qualitative approach for the anticipated research work. A descriptive analysis was performed to scrutinize the data at initial stage which was further analyzed through statistical analysis. The findings provide detailed information about the impact of human resource policy on employee performance and organizational success.

3.1. Reliability analysis

The fore most step to process the data is to check its reliability and for this purpose a reliability analysis is done to, and the value of Cronbach's alpha is calculated which represents the internal consistency and reliability of the dataset.

Table 3. Reliability analysis

Variables	Cronbach's alpha
Human resource planning	0.746
Selection and recruitment	0.731
Development and training	0.870
Efficiency	0.933
Effectiveness	0.604
Job performance	0.755
Loyalty of employees	0.569

Cronbach's alpha at $0.9 \leq \alpha$ is Excellent, at $0.8 \leq \alpha < 0.9$ is Good at $0.7 \leq \alpha < 0.8$ is Acceptable, at $0.6 \leq \alpha < 0.7$ is Questionable, at $0.5 \leq \alpha < 0.6$ is Poor, and at $\alpha < 0.5$ is Unacceptable.

The values for all constructs are greater than 0.7 which is indicative of a good and acceptable dataset. However, the construct of loyalty of employees is at the value of 0.569, which is rather low but still acceptable. A major reason behind the low value of Cronbach's alpha clearly indicates that firms who are struggling or not properly established having a fear or threat that whenever their employees will get a better opportunity or offer, they will quit or move to another place. Therefore, there is large variability among the data.

3.2. Profiling the respondents

As mentioned earlier demographics were to check the accuracy and precision of data set. The descriptive statistics of the variable taken into consideration are presented below.

Table 4. Respondent's profile

Religion	<i>Islam</i>	95%
	Other	5%
Gender	Male	83%
	Female	17%
Age group	18-25	11%
	26-35	24%
	36-45	39%
	46-55	19%
	56-65	7%
Education status	High	23%

	Graduate	77%
Monthly average income	Below 50,000	18%
	Above 50,000	82%
Province	AJK	1%
	Baluchistan	2%
	KPK	16%
	Punjab	58%
	Sindh	23%

The table 3 shows the descriptive statistics of the study in percentages. The percent column indicates the percentage of observations in that category out of all observations. And the total number of the respondent was 100.



Figure 2. Position in organization

The figure represents the respondent position in the organization in the percentage of observations in that category out of all observations and the total number of the respondent was 100.

3.3. Impact of HR policies

The survey items were evaluated considering the main research questions. The first 9 items on the questionnaire were related to the impact of HR policies (denoted by I), and table 5 presents the results for this section. The results were calculated in SPSS using descriptive statistics, to get the values for mean, standard deviation and the minimum and maximum response values.

Table 5. Impact of HR Policies

	N	Minimum	Maximum	Mean	Std. Deviation
I1	100	1.00	2.00	1.3000	0.46057
I2	100	1.00	2.00	1.0700	0.25643
I3	100	1.00	2.00	1.0400	0.19695
I4	100	1.00	2.00	1.4300	0.49757
I5	100	1.00	3.00	1.1700	0.53286
I6	100	1.00	2.00	1.1800	0.38612
I7	100	1.00	1.00	1.0000	0.00000
I8	100	1.00	3.00	1.2500	0.53889
I9	100	1.00	1.00	1.0000	0.00000
Total	100				

As presented, the mean value for all items ranges between 1-1.5, which indicates that range of responses as 1=Yes, 2=No, and the range between was coded as 1.5. It shows that majority of the responses for the impact of HR policies was positive, and the participants agreed to the significance of policy implementation and planning to be considerable aspects in improving employee efficiency. The standard deviation for all responses has been calculated as presented in table 5. The standard deviation indicates the deviation from clustered mean responses and is an important measure for the identification of outliers in the dataset. However, the recorded standard deviation is low for all items (less than 0.5) which shows that the responses were clustered around the mean values, and majority of the participants agreed with the impact of HR policies.

Next item for analysis was the development of employee efficiency. In table 6, it can be found that the mean responses lie between 1.16- 1.62 which indicates a neutral response. This section basically inquired about the job positions, recruitments, and selection procedures among others, and the objective was to evaluate the impact of HR policies and planning for the development of employee efficiency. The results indicate that participants responded with the average answer of ‘I don’t know’, which further indicates that a lack of HR policy and planning is present. Employee efficiency can only be developed when the organization and HR is closely connected with its employees and is in close contact with its employees. Unless the employees are taken in loop and are made a part of the decisions within the company, they will feel like they are outsiders, and hence, not put their best foot forward.

The results for this section also highlight a low standard deviation, which means that most of the respondents were in agreement here, and there were no outliers.

Table 6. Development of employee efficiency

	N	Minimum	Maximum	Mean	Std. Deviation
I10	100	1.00	3.00	1.1600	0.44313
I11	100	1.00	3.00	1.1600	0.44313
I12	100	1.00	2.00	1.2200	0.41633
I13	100	1.00	2.00	1.1800	0.38612
I14	100	1.00	3.00	1.2400	0.45216
I15	100	1.00	3.00	1.4100	0.58767
I16	100	1.00	3.00	1.5100	0.77192
I17	100	1.00	3.00	1.5100	0.77192
I18	100	1.00	2.00	1.6200	0.48783
I19	100	1.00	2.00	1.5700	0.49757
I20	100	1.00	2.00	1.3200	0.46883
Total	100				

The last construct was the evaluation of financial and non-financial performance of the employees. The responses for this section were collected on a 5-point Likert scale. The coded responses were 1=Strongly Agree, and 5=Strongly Disagree, and 3 was given the neutral. The statements were about

giving employees opportunity to involve and participate in HR suggestions and collaborative consultations for problem solving, among other things. Economic considerations, legal pressure, competitive advantage, societal contribution, and staff resistance were among the other factors. Increasing the organization's profitability by encouraging social responsibility.

Table 7. Performance impact: financial – non-financial

	N	Minimum	Maximum	Mean	Std. Deviation
I21	100	1.00	5.00	1.9500	1.37345
I22	100	1.00	5.00	1.9600	1.28645
I23	100	1.00	5.00	3.5100	1.13258
I24	100	1.00	5.00	1.8700	1.18624
I25	100	1.00	5.00	1.9400	1.17051
I26	100	1.00	5.00	2.4900	1.64221
I27	100	1.00	5.00	1.9400	1.17051
I28	100	1.00	2.00	1.3200	0.46883
I29	100	1.00	5.00	1.9400	1.17051
I30	100	1.00	2.00	1.3200	0.46883
I31	100	1.00	2.00	1.6200	0.48783
I32	100	1.00	2.00	1.6200	0.48783
I33	100	1.00	2.00	1.6200	0.48783
I34	100	1.00	2.00	1.6200	0.48783
I35	100	1.00	2.00	1.6200	0.48783
Total	100				

Having a look at the results, the mean response for all items indicate that the participants agreed with the statements except for 2, where we can observe a rather neutral stance with a mean value of 3.5 for competitive advantage, and 2.49 for lack of support by the management. These two factors can considerably have an impact on employee performance in a negative manner. However, factors like opportunities, growth and social responsibility can contribute to a positive impact. Summarizing the findings for this section, the financial and non-financial performance is impacted by the following factors which are as under in the table 8.

Table 8. factors impacting the financial and non-financial performance of the organization,

Financial performance factors	Non-financial performance factors
<p>Providing opportunity for employees to be involved and participate in human resource suggestions and collaborative consultations for problem solving.</p> <p>Economic considerations</p> <p>The threat of legal action</p> <p>Competitive edge</p> <p>Contribution to society Lack of awareness of human resource policies</p> <p>Management's lack of assistance</p> <p>The difficulty and complication of selecting green technology</p> <p>Employee dissent</p>	<p>The cost of implementing the program</p> <p>Employee retention and loyalty have increased.</p> <p>Attract and keep Top talent in human resources</p> <p>Encourage social responsibility.</p> <p>Increase profitability while lowering costs</p> <p>Improved organizational human resource performance</p>

3.4. Significance of HR policies

The results presented below provide insights into the dataset considering the statements included, and the responses received. The data presented here will provide the relevant answers to the research questions as stated in the introduction.

Tables 8 indicates the responses collected for the impact of HR policies, and the results presented are based on the responses collected for individual items. Items refer to the statements on the questionnaire. Given that the author had one sample to proceed with, a one sample t-test was conducted to compare the mean value to the standard population and compare how different the responses were. The results in table 9 indicate the values for t-test (t), degree of freedom (df), significance values for both tails, mean difference, and the 95% confidence intervals of the difference.

The value of t measures the size of difference in relation to the variance in the dataset. Hence, this value is interpreted in absolute terms, and the bigger the value of t, the greater the differences. Table 9 presents the results for all items on the questionnaire and the value of t can be observed between the range of 15-30 on average, with I2 at 41.74 and I3 at 52.80 respectively. These two values are higher than the average values observed for t.

The value of degree of freedom (df) is 99. The degree of freedom refers to the logically independent values in the data and can be calculated by:

$$df = \text{sample size} - 1$$

Table 9. One sample T-test

	t	df	Significance		Mean difference	95% Confidence interval of the difference	
			One-sided p	Two-sided p		Lower	Upper
I1	28.226	99	<.001	<.001	1.30000	1.2086	1.3914
I2	41.726	99	<.001	<.001	1.07000	1.0191	1.1209
I3	52.806	99	<.001	<.001	1.04000	1.0009	1.0791
I4	28.740	99	<.001	<.001	1.43000	1.3313	1.5287
I5	21.957	99	<.001	<.001	1.17000	1.0643	1.2757
I6	30.560	99	<.001	<.001	1.18000	1.1034	1.2566
I7	23.196	99	<.001	<.001	1.25000	1.1431	1.3569
I8	26.177	99	<.001	<.001	1.16000	1.0721	1.2479
I9	26.177	99	<.001	<.001	1.16000	1.0721	1.2479

I10	29.303	99	<.001	<.001	1.22000	1.1374	1.3026
I11	30.560	99	<.001	<.001	1.18000	1.1034	1.2566
I12	27.424	99	<.001	<.001	1.24000	1.1503	1.3297
I13	23.993	99	<.001	<.001	1.41000	1.2934	1.5266
I14	19.562	99	<.001	<.001	1.51000	1.3568	1.6632
I15	19.562	99	<.001	<.001	1.51000	1.3568	1.6632
I16	33.208	99	<.001	<.001	1.62000	1.5232	1.7168
I17	31.553	99	<.001	<.001	1.57000	1.4713	1.6687
I18	28.155	99	<.001	<.001	1.32000	1.2270	1.4130
I19	14.198	99	<.001	<.001	1.95000	1.6775	2.2225
I20	15.236	99	<.001	<.001	1.96000	1.7047	2.2153
I21	30.991	99	<.001	<.001	3.51000	3.2853	3.7347
I22	15.764	99	<.001	<.001	1.87000	1.6346	2.1054
I23	16.574	99	<.001	<.001	1.94000	1.7077	2.1723
I24	15.162	99	<.001	<.001	2.49000	2.1641	2.8159
I25	16.574	99	<.001	<.001	1.94000	1.7077	2.1723
I26	28.155	99	<.001	<.001	1.32000	1.2270	1.4130
I27	16.574	99	<.001	<.001	1.94000	1.7077	2.1723
I28	28.155	99	<.001	<.001	1.32000	1.2270	1.4130
I29	33.208	99	<.001	<.001	1.62000	1.5232	1.7168
I30	33.208	99	<.001	<.001	1.62000	1.5232	1.7168
I31	33.208	99	<.001	<.001	1.62000	1.5232	1.7168
I32	33.208	99	<.001	<.001	1.62000	1.5232	1.7168
I33	33.208	99	<.001	<.001	1.62000	1.5232	1.7168
I34	33.208	99	<.001	<.001	1.62000	1.5232	1.7168
I35	33.208	99	<.001	<.001	1.62000	1.5232	1.7168

Significance refers to the value of p, that has been observed at 99% ($P < 0.001$) and it shows statistically significant values for all items on the questionnaire. It can be interpreted that the responses collected are relatively different from the expected values because the respondents replied positively to the items on the questionnaire. It shows that the employees are well-aware of the importance of HR policies and planning, but still, the lack of implementation at various points cannot be countered, which is consistent with the literature review presented.

3.5. Relationship between employee efficiency and performance

The table 10 results of single factor analysis, that compares the impact of HR policies and planning on employee efficiency, their financial performance and non-financial performance.

Table 10. Relationship between employee efficiency and HRP

Groups	Count	Sum	Average	Variance
Efficiency	100	122.35	1.2235	0.01052
Financial Performance	100	224.6	2.246	0.40958
Non-Financial Performance	100	171.1	1.711	0.13896

It can be observed that the average response for efficiency is 1.22, for financial performance it is 2.24, and for non-financial performance it is 1.71.

The single factor analysis revealed that p value is less than 0.01, which refers to 99% significance value. Mean of squares (MS) and sum of squares (SS) denote the deviation from the mean and allow for the identification variance within the sample population. Given that the items on the survey questionnaire provide the main data, the impact on financial and non-financial performance has been calculated by calculating the variation within dataset.

Table 81. Comparing the impact on financial and non-financial performance.

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	52.31	2	26.15	140.35	1.23E-43	3.02
Within Groups	55.34	297	0.18			
Total	107.66	299				

Relating these numbers within the context of this study, the results indicate that employee performance can impact the financial and non-financial performance of the pharmaceutical industry considerably, as the results can be interpreted in light of the statements on the questionnaire that relate to opportunities, legal considerations, competitive advantage, social responsibility and the overall human resources of the organization. Employee efficiency is dependent on the financial performance of the pharmaceutical industry, and with a better financial performance, there are opportunities for a higher engagement and eventually, promote the softer image of the pharmaceutical industry through activities in corporate social responsibility, employee loyalty and contribution to society.

3.6. Discussion

An attempt was made to identify the issues of HR policies concerning pharmaceutical managers in a developing country like Pakistan, in light of the effect of human resource policies on the performance of employees in an organization: A case study of the pharmaceutical business in Pakistan. To that goal, a quantitative research based on thematic analysis was conducted utilizing a structural questionnaire. One response included quotes from respondents about HR policy difficulties. It focuses on the topics that were mentioned the most frequently in the questionnaire.

One of the most significant challenges confronting Pakistani pharmaceutical companies, which have brought to light the full range of HR policy functions, is the traditional view of HR policy; this view sees labor as a cost rather than an investment, undermining the organization's human resource policies, human resource planning, selection and recruitment, development and training, job analysis, motivation and performance assessment, and organizational performance, efficiency, and effectiveness.

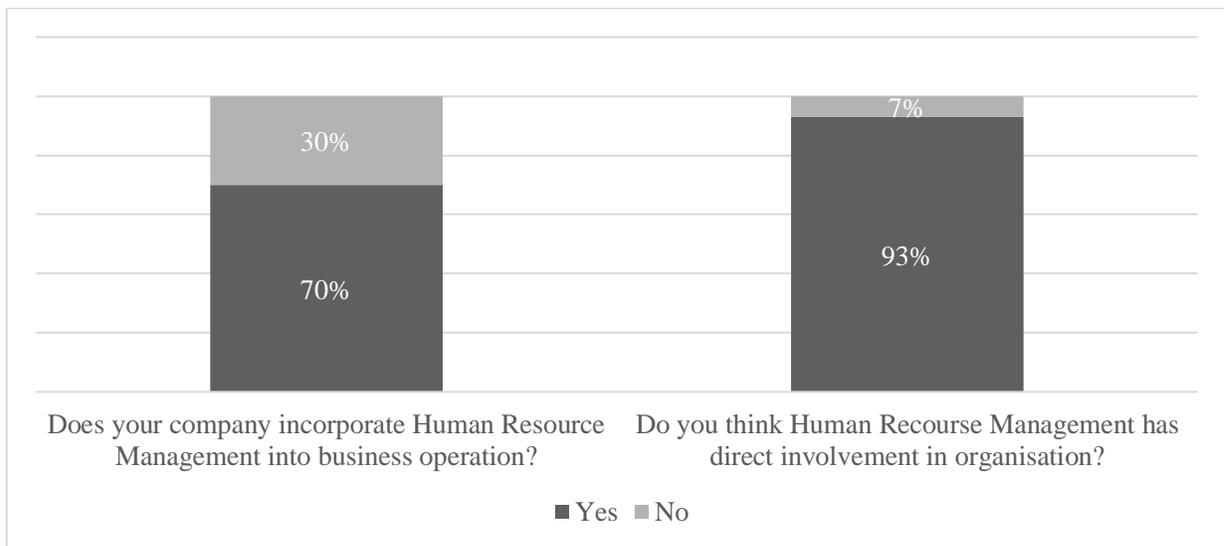
As previously said, succession planning and management are two difficult concerns in organizations, according to participant responses; management constitutes the majority of capital in knowledge-based enterprises. Because of the high costs of research and development in the pharmaceutical industry, company survival in competitive marketplaces is heavily dependant on how effectively skilled people are retained (Hess & Rothaermel 2011).

Referring to the research questions, the first research question was related to the impact of HR policies on the efficiency of the employees of the pharmaceutical industry. It has been identified that the more companies utilize human resources and actively engage in policymaking and planning, the more likely their employees are to be effective as it indicates employees are being valued and heard at every point. The results showed that majority of the responses for the impact of HR policies were positive, and the participants agreed to the significance of policy implementation and planning to be considerable aspects in improving employee efficiency. The mean response for impact of HR policies was 1.16, for employee efficiency it was 1.35, and for the financial and non-financial performance, the recorded response was 1.88. The standard deviation indicated that the deviation from clustered mean responses (less than 0.5), which showed that the responses were clustered around the mean values, and majority of the participants agreed with the impact of HR policies. These are indicative of the fact that participants agreed with the statements and agreed that human resources play a critical role. These responses were recorded in light of their experiences in the pharmaceutical industry in Pakistan, and based on the practical experiences, observations and real-life instances as seen within the industry and relevant organizations, it was reported that the impact of HR policies on the efficiency of the employees of the pharmaceutical industry is considerable.

The results from the analytical analysis back this claim as the values for t indicate a higher statistical difference from the expected mean values. Table 9 presented the results for all items on the questionnaire and the value of t was observed between the range of 15-30 on average, with I2 at 41.74 and I3 at 52.80 respectively. It shows that the sample mean is significantly greater than the hypothetical value. It highlights the impact of HR policies on employee efficiency.

Next research question was related to how HR policies develop the employees' efficiency, which impacts the performance of the pharmaceutical industry. Here, it is important to refer to the items on the questionnaire. The companies that incorporate HR policies and planning provide their employees

with a structure and organization to help them advance their careers and move forward. 93% participants reported that HRM has direct involvement in the organization, and this direct involvement has the potential to impact employee efficiency either way. If positive, it will contribute towards employee effectiveness and organizational growth, if not, it will do the opposite and cause the companies suffer significantly.



The results also indicated that the development of employee efficiency is directly linked with the role of managers, and active support from the organization itself. Referring to the results, employee efficiency can only be developed when the organization and HR is closely connected with its employees and is in close contact with its employees. Unless the employees are taken in loop and are made a part of the decisions within the company, they will feel like they are outsiders, and hence, not put their best foot forward.

The third research question was, how does employees’ performance impact the non-financial and financial performance of the pharmaceutical industry due to the HR policies? To answer this question, the results presented in section 3.3 highlight that employee’s performance plays a considerable role in influencing the organization’s financial and non-financial performance. This can be described considering the results that indicated that participants agreed with the statements. Factors like opportunities, growth and social responsibility can contribute to a positive impact. As calculated through single factor analysis, employee’s performance has a considerable impact on the financial and

non-financial performance of the pharmaceutical industry as highlighted by the value of p (less than 0.01). Providing opportunities for employees to involve and participate in human resource suggestions and collaborative discussions for issue problem solving has an impact on financial performance. In addition to economic reasons, legal pressure, competitive advantage, societal contribution, a lack of awareness of human resource policies, a lack of management support, the complexity and difficulty of selecting green technology, and staff opposition are all significant concerns.

The non-financial performance is impacted by the cost of implementing program, and other items like employee loyalty, motivation, growth opportunities and the windows for exercising social responsibility.

If the organization lacks in basic skills and capabilities, it will never be able to look ahead and think out of the box. Only when the employees are treated like assets, the company can progress which is why job and employee satisfaction should be the top priorities of any company. With the correct implementation of HRM policies and planning, such aspects become a priority and help organizations achieve the impossible. On the basis of all the collected data and results generated from the analysis of this data, it can be concluded that all objectives have been achieved after effectively answering the research questions.

CONCLUSION

The purpose of this study was to look at the impact of human resource policies on employee performance in Pakistan's pharmaceutical business. The study's research topics focused on the impact of HR policies on the advancement and efficiency of pharmaceutical sector employees, as well as how HR rules affect employee efficiency.

The precise relationship and nature of the relationship between employees' perceived performance and HR practices (compensation practices, promotion practices, and performance evaluation) in Pakistan's pharmaceutical sector is to be judged in this study. For this purpose, quantitative data is collected through convenient sampling with a self-administered questionnaire. SPSS software was used for analysis. In this study, it is discovered that HR procedures and employees' perceived performance have a favorable and significant association. Strong and lined HR policies increase the efficiency and progress of employees. High performance of employees is a major source of progress of organization, both variables are directly proportion. Higher the performance of employees causes greater financial and non-financial development of the organization.

The research also shows that management not only focused practice for individuals but also tightly linked to organizational success. The policies of human resources must be reviewed in pharmaceutical industry through optical prism of strategic objectives, instead that organization used separate tone that is based on micro approach.

This study's overall conclusions highlight the role of managers and senior authorities. The findings in Table 16 show that managers have a better understanding of diversity and can manage their teams since they are aware of their employees' actions. The performance of management and senior officials lays the groundwork for employee performance and has a direct impact on the success of human resource policies. As a result, firms have begun to invest heavily in employee training and development in order to address HRM and team management difficulties.

Employees who are underpaid do not care if they are serving a supervisor or not, according to the company's operations, and the same is true for their HR rules. Hence, the human resource policies and planning not only have an impact on the efficiency of the employees, but the whole industrial sector.

Employees being the backbone of the industry contribute significantly to the performance in all aspects, be it financial or non-financial, which is why apt policies and effective planning at all levels can help reduce the barriers and eliminate the issues in terms of poor performance.

It was mentioned at the beginning of this study that Pakistani pharmaceutical sector is a slow progressing sector, and despite the investments, the growth has not been rapid nor promising. The one sample t-Test also indicate this difference that although employees are aware of the significance of the policies and planning of HR, but the general scenario in Pakistan does not mimic this awareness, which highlights a disconnect between policies, planning and implementation.

The human resource department is trying to overcome this issue through proper planning, training, and increasing the level of job satisfaction to achieve a high rate of retention of employees. In Pandemic situation, working from home or distance is not possible in the pharmaceutical industry like many other business sectors. So, high risk of social intact and meeting among employees is there. In the future, to overcome such a major issue, HR should play a vital role through planning and strategies and management must be given a frontal role to exercise HRP.

With this, all the research questions are appropriately addressed, and like every research study, this study concludes with its own limitations. The first limitation of this study is time constraints as the study had to be completed within a set time. Had there been more time, the author would have preferred conducting in-person interviews with the leading pharmaceutical industries in Pakistan and inquire about their views on HR policies and implementation.

Lastly, this study is limited to the evaluation of employee efficiency. In ideal settings, the author would have investigated the factors and actors responsible for employee efficiency given the context of Pakistan pharmaceutical sector. Nevertheless, these results presented in this study justify the objectives presented in the beginning.

On basis of this research and results, it is recommended that all those pharmaceutical units who want to enjoy more business and prestigious position in the drug industry should pay more attention to

improving employees' skill. To enrich their careers and improve employees' current and future performance through proper training to have the dignify position in the cluster of other companies.

To create amazing opportunities: Recruiting new talent should be one of the key goals of every HR professional. To find the suitable candidate for the desired position. Creative and attractive methods should be used to promote the vacant position.

To focus on retention: Leadership company needs to understand that low retention rate will decrease the morale of the remaining staff. In case of un-kept promises and commitments with the work force on regular basis this will lower down their morale and dis-heart them as well. The HR department should listen and pay attention to employees' different issues like grievances and conflict among employees.

To build trust: HR practitioners employ the art of diplomacy to create win-win scenarios. In these circumstances, trust is created through establishing a reputation for being the type of person who will stand by your words.

To retain the employees in pandemic situations like COVID-19, the HR department should plan such strategies to ensure employees access up-to-date information about pandemics or any other similar issue. Companies should set or develop their research and development department with the help of HR department, which should provide guidelines and set the regulations to face any pandemic situation to support the employees. The HR department should create such policies and a communication system to inform the management about the issues they may face because of any pandemic situation. The HR department should create such policies and communication systems to inform the management about the issues they may face because of any pandemic situation.

Future researchers may use the author's work and further investigate the issues.

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APPENDICES

Appendix 1.

The role of human resource policies on employees' performance in an organization: A case study of Pharmaceutical Industry in Pakistan. The main aim of this research is to check the role of human resource policies on employees' performance in an organization: A case study of Pharmaceutical Industry in Pakistan. It will take almost 10 minutes to fill in the questionnaire. Your participation in this survey by answering the following questionnaire is totally appreciated, please note that all the information in this survey will only be used for academic research, and all information provided will be treated as confidential.

[Link](#) (original data source).

Demographic Information

1. Religion	2. Gender	3. Age Group	4. Education Status
1. Islam	1. Male	1. 18-25	1. Illiterate
2. Others	2. Female	2. 26-35	2. Primary
		3. 36-45	3. High
		4. 46-55	4. Graduate
		5. 56-65	
5. Annual Average Income	6. Occupation	7. Nationality	8. District
1. Below 20,000	1. Public Servant	1. Pakistani	_____

14. Top management develop punishment system and penalties for noncompliance in Human Resource practices?

- a) Yes
- b) No
- c) Don't know

15. Top management actively support Human Resource practices?

- a) Yes
- b) No
- c) Don't know

16. Team/departmental budgets cover Human Resource impact?

- a) Yes
- b) No
- c) Don't know

17. Organization mission and vision statements include Human Resource Management concern?

- a) Yes
- b) No
- c) Don't know

18. Job description specification includes Human Resource concerns?

- a) Yes
- b) No
- c) Don't know

19. Job positions designed to focus exclusively on Human Resource Management aspects of the organizations?

- a) Yes
- b) No
- c) Don't know

20. Recruitment messages include Human Resource behaviour/commitment criteria?

- a) Yes
- b) No
- c) Don't know

21. Selecting applicants who are sufficiently aware of Human Resource fill job vacancies?

- a) Yes
- b) No
- c) Don't know

22. Take into account there needs of Human Resource issues when training requirement?

- a) Yes
- b) No
- c) Don't know

23. Corporate incorporates Human Resource Management objectives and targets with the performance evaluation system of organization?

- a) Yes
- b) No
- c) Don't know

24. Employees know their specific Human Resource Management targets goals and responsibilities?

- a) Yes
- b) No
- c) Don't know

25. Human Resource Management training is a priority when compared to other types of company training?

- a) Yes
- b) No
- c) Don't know

26. Human Resource Management are assessed and include in performance indicators appraisal and recorded?

- a) Yes
- b) No
- c) Don't know

27. Providing regular feedback to the employees or teams to achieve Human Resource goals or improve their performance?

- a) Yes
- b) No
- c) Maybe

28. Did Roles of managers in achieving Human Resource outcomes included in appraisals?

- a) Yes
- b) No
- c) Maybe

29. Human Resource performance is recognized publicly (Award, Dinner, and Publicity)?

- a) Yes
- b) No
- c) Maybe

30. Involve employee in formulating Human Resource strategy?

- a) Yes
- b) No
- c) Maybe

Question	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree
31. Providing opportunities to the employee to involve and participate in Human Resource suggestion and joint consultations for issues problem solving?	1.	2.	3.	4.	5.
32. Economic considerations	1.	2.	3.	4.	5.
33. Legal pressure	1.	2.	3.	4.	5.
34. Competitive advantage	1.	2.	3.	4.	5.
35. Contribution to society	1.	2.	3.	4.	5.
36. Lack of understanding of Human Resource polices	1.	2.	3.	4.	5.
37. Lack of support by management	1.	2.	3.	4.	5.
38. Complexity and trouble of selection of green technology	1.	2.	3.	4.	5.
39. Staff resistance	1.	2.	3.	4.	5.
40. Cost of implementing program	1.	2.	3.	4.	5.
41. Increased employee loyalty and retention	1.	2.	3.	4.	5.

42. Attract and retain Human Resource top talent	1.	2.	3.	4.	5.
43. Promote Social responsibility	1.	2.	3.	4.	5.
44. Increase profitability and reduce cost	1.	2.	3.	4.	5.
45. Better Human Resource performance of the Organization	1.	2.	3.	4.	5.

Appendix. 2

* 1. Religion Cross tabulation				
		1. Religion		Total
		Islam	Other	
Religion	Assistant Manager	23	0	23
	General Manager	49	3	52
	Managing Director	23	2	25
Total		95	5	100

* 2. Gender Cross tabulation				
		2. Gender		Total
		Male	Female	
Gender	Assistant Manager	23	0	23
	General Manager	39	13	52
	Managing Director	21	4	25
Total		83	17	100

* 3. Age Group Cross tabulation							
		3. Age Group					Total
		18-25	26-35	36-45	46-55	56-65	
Age	Assistant Manager	1	4	14	4	0	23
	General Manager	4	15	17	10	6	52
	Managing Director	6	5	8	5	1	25
Total		11	24	39	19	7	100

* 4. Educational Status Cross tabulation				
		4. Education Status		Total
		High	Graduate	
Educational Status	Assistant Manager	7	16	23
	General Manager	9	43	52
	Managing Director	7	18	25
Total		23	77	100

* 5. Monthly Average Income Cross tabulation				
		5. Monthly Average Income		Total
		Below 50,000	Above 50,000	
Monthly Average Income	Assistant Manager	4	19	23
	General Manager	8	44	52
	Managing Director	6	19	25
Total		18	82	100

* 6. Province Cross tabulation							
		6. Province					Total
		AJK	Baluchistan	KPK	Punjab	Sindh	
Province	Assistant Manager	0	0	0	15	8	23
	General Manager	1	1	8	27	15	52
	Managing Director	0	1	8	16	0	25
Total		1	2	16	58	23	100

* 7. Nationality Cross tabulation				
		7. Nationality		Total
		Pakistani		
Nationality	Assistant Manager	23		23
	General Manager	52		52
	Managing Director	25		25
Total		100		100

* 9. Number of employees in the Organization Cross tabulation						
		9. Number of employees in the Organization				
		6	7	8	9	10
No employees in the firm	Assistant Manager	0	1	3	0	0
	General Manager	1	3	1	1	7
	Managing Director	0	0	3	1	2
Total		1	4	7	2	9

* 9. Number of employees in the Organization Cross tabulation						
		9. Number of employees in the Organization				
		11	12	13	14	15
No employees in the firm	Assistant Manager	0	3	0	0	0
	General Manager	1	1	3	1	2
	Managing Director	0	0	3	1	0
Total		1	4	6	2	2

* 9. Number of employees in the Organization Cross tabulation						
		9. Number of employees in the Organization				
		16	17	18	19	20
No employees in the firm	Assistant Manager	1	2	2	3	3
	General Manager	1	2	2	1	1
	Managing Director	3	1	1	1	2
Total		5	5	5	5	6

* 9. Number of employees in the Organization Cross tabulation						
		9. Number of employees in the Organization				
		21	22	23	24	25
No employees in the firm	Assistant Manager	1	1	0	1	1
	General Manager	8	2	4	3	3
	Managing Director	1	2	1	1	0
Total		10	5	5	5	4

* 9. Number of employees in the Organization Cross tabulation						
		9. Number of employees in the Organization				
		26	27	28	29	30
No employees in the firm	Assistant Manager	0	0	0	0	0
	General Manager	0	1	1	1	0
	Managing Director	1	0	0	0	1
Total		1	1	1	1	1

* 9. Number of employees in the Organization Cross tabulation				
		9. Number of employees in the Organization		Total
		31	32	
No employees in the firm	Assistant Manager	0	1	23
	General Manager	1	0	52
	Managing Director	0	0	25
Total		1	1	100

10. Your position in the organization. Cross tabulation				
Your position in the organization	Assistant Manager	General Manager	Managing Director	Total
		23	52	25

* 11. Does your company incorporate Human Resource Management into business operation? Cross tabulation				
		Yes	No	Total
Your position in the organization	Assistant Manager	16	7	23
	General Manager	33	19	52
	Managing Director	21	4	25
Total		70	30	100

* 12. Do you think Human Recourse Management has direct involvement in Organization? Cross tabulation				
		Yes	No	Total
Your position in the organization	Assistant Manager	21	2	23
	General Manager	49	3	52
	Managing Director	23	2	25
Total		93	7	100

* 13. Top Management clarify information and values of Human Resource Management throughout the organization? Cross tabulation				
		Yes	No	Total
Your position in the organization	Assistant Manager	21	2	23
	General Manager	51	1	52
	Managing Director	24	1	25
Total		96	4	100

* 14. Top management develop punishment system and penalties for noncompliance in Human Resource practices? Cross tabulation				
		Yes	No	Total
Your position in the organization	Assistant Manager	11	12	23
	General Manager	33	19	52
	Managing Director	13	12	25
Total		57	43	100

* 15. Top management actively support Human Resource practices? Cross tabulation					
		Yes	No	Don't know	Total
Your position in the organization	Assistant Manager	21	0	2	23
	General Manager	46	3	3	52
	Managing Director	23	0	2	25
Total		90	3	7	100

* 16. Team/departmental budgets cover Human Resource impact? Cross tabulation				
		Yes	No	Total
Your position in the organization	Assistant Manager	19	4	23
	General Manager	40	12	52
	Managing Director	23	2	25
Total		82	18	100

17. Organization mission and vision statements include Human Resource Management concern? Cross tabulation			
		Yes	Total
Your position in the organization	Assistant Manager	23	23
	General Manager	52	52
	Managing Director	25	25
Total		100	100

* 18. Job description specification includes Human Resource concerns? Cross tabulation					
		Yes	No	Don't know	Total
Your position in the organization	Assistant Manager	18	4	1	23
	General Manager	45	6	1	52
	Managing Director	17	5	3	25
Total		80	15	5	100

* 19. Job positions designed to focus exclusively on Human Resource Management aspects of the organizations? Cross tabulation			
		Yes	Total
Your position in the organization	Assistant Manager	23	23
	General Manager	52	52
	Managing Director	25	25
Total		100	100

* 20. Recruitment messages include Human Resource behaviour/commitment criteria? Cross tabulation					
		Yes	No	Don't know	Total
Your position in the organization	Assistant Manager	19	3	1	23
	General Manager	47	3	2	52
	Managing Director	21	4	0	25
Total		87	10	3	100

* 21. Selecting applicants who are sufficiently aware of Human Resource fill job vacancies? Cross tabulation					
		Yes	No	Don't know	Total
Your position in the organization	Assistant Manager	19	3	1	23
	General Manager	47	3	2	52
	Managing Director	21	4	0	25
Total		87	10	3	100

* 22. Take into account there needs of Human Resource issues when training requirement? Cross tabulation				
		Yes	No	Total
Your position in the organization	Assistant Manager	18	5	23
	General Manager	38	14	52
	Managing Director	22	3	25
Total		78	22	100

* 23. Corporate incorporates Human Resource Management objectives and targets with the performance evaluation system of organization? Cross tabulation				
		Yes	No	Total
Your position in the organization	Assistant Manager	18	5	23
	General Manager	43	9	52
	Managing Director	21	4	25
Total		82	18	100

* 24. Employees know their specific Human Resource Management targets goals and responsibilities? Cross tabulation					
		Yes	No	Don't know	Total
Your position in the organization	Assistant Manager	18	5	0	23
	General Manager	39	12	1	52
	Managing Director	20	5	0	25
Total		77	22	1	100

* 25. Human Resource Management training is a priority when compared to other types of company training? Cross tabulation					
		Yes	No	Don't know	Total
Your position in the organization	Assistant Manager	15	8	0	23
	General Manager	33	14	5	52
	Managing Director	16	9	0	25
Total		64	31	5	100

* 26. Human Resource Management are assessed and include in performance indicators appraisal and recorded? Cross tabulation					
		Yes	No	Don't know	Total
Your position in the organization	Assistant Manager	13	6	4	23
	General Manager	36	8	8	52
	Managing Director	17	3	5	25
Total		66	17	17	100

* 27. Providing regular feedback to the employees or teams to achieve Human Resource goals or improve their performance? Cross tabulation					
		Yes	No	Don't know	Total
Your position in the organization	Assistant Manager	13	6	4	23
	General Manager	36	8	8	52
	Managing Director	17	3	5	25
Total		66	17	17	100

* 28. Did Roles of manages in achieving Human Resource outcomes included in appraisals? Cross tabulation				
		Yes	No	Total
Your position in the organization	Assistant Manager	9	14	23
	General Manager	22	30	52
	Managing Director	7	18	25
Total		38	62	100

* 29. Human Resource performance is recognized publicly (Award, Dinner, and Publicity)? Cross tabulation				
		Yes	No	Total
Your position in the organization	Assistant Manager	10	13	23
	General Manager	24	28	52
	Managing Director	9	16	25
Total		43	57	100

* 30. Involve employee in formulating Human Resource strategy? Cross tabulation				
		Yes	No	Total
Your position in the organization	Assistant Manager	14	9	23
	General Manager	36	16	52
	Managing Director	18	7	25
Total		68	32	100

* 31. Providing opportunities to the employee to involve and participate in Human Resource suggestion and joint consultations for issues problem solving? Cross tabulation

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Your position in the organization	Assistant Manager	13	1	1	4	4	23
	General Manager	27	14	3	4	4	52
	Managing Director	18	3	0	3	1	25
Total		58	18	4	11	9	100

* 32. Economic considerations. Cross tabulation

		Economic considerations					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Your position in the organization	Assistant Manager	10	4	1	4	4	23
	General Manager	24	18	4	3	3	52
	Managing Director	17	5	0	2	1	25
Total		51	27	5	9	8	100

* 33. Legal pressure. Cross tabulation

		Legal pressure					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Your position in the organization	Assistant Manager	2	3	3	12	3	23
	General Manager	3	10	5	26	8	52
	Managing Director	1	5	2	13	4	25
Total		6	18	10	51	15	100

* 34. Competitive advantage Cross tabulation

		Competitive advantage					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Your position in the organization	Assistant Manager	10	6	0	4	3	23
	General Manager	29	18	1	1	3	52
	Managing Director	10	12	0	2	1	25
Total		49	36	1	7	7	100

* 35. Contribution to society Cross tabulation

		Contribution to society					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Your position in the organization	Assistant Manager	13	8	1	1	0	23
	General Manager	22	17	0	9	4	52
	Managing Director	10	12	1	1	1	25
Total		45	37	2	11	5	100

* 36. Lack of understanding of Human Resource polices Cross tabulation

		Lack of understanding of Human Resource polices					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Your position in the organization	Assistant Manager	9	4	0	7	3	23
	General Manager	25	7	1	7	12	52
	Managing Director	13	2	1	6	3	25
Total		47	13	2	20	18	100

* 37. Lack of support by management Cross tabulation

		Lack of support by management					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Your position in the organization	Assistant Manager	13	8	1	1	0	23
	General Manager	22	17	0	9	4	52
	Managing Director	10	12	1	1	1	25
Total		45	37	2	11	5	100

* 38. Complexity and trouble of selection of green technology Cross tabulation				
		Complexity and trouble of selection of green technology		Total
		Strongly Agree	Agree	
Your position in the organization	Assistant Manager	14	9	23
	General Manager	36	16	52
	Managing Director	18	7	25
Total		68	32	100

* 39. Staff resistance Cross tabulation							
		Staff resistance					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Your position in the organization	Assistant Manager	13	8	1	1	0	23
	General Manager	22	17	0	9	4	52
	Managing Director	10	12	1	1	1	25
Total		45	37	2	11	5	100

* 40. Cost of implementing program Cross tabulation				
		Cost of implementing program		Total
		Strongly Agree	Agree	
Your position in the organization	Assistant Manager	14	9	23
	General Manager	36	16	52
	Managing Director	18	7	25
Total		68	32	100

* 41. Increased employee loyalty and retention Cross tabulation				
		Increased employee loyalty and retention		Total
		Strongly Agree	Agree	
Your position in the organization	Assistant Manager	9	14	23
	General Manager	22	30	52
	Managing Director	7	18	25
Total		38	62	100

* 42. Attract and retain Human Resource top talent Cross tabulation				
		Attract and retain Human Resource top talent		Total
		Strongly Agree	Agree	
Your position in the organization	Assistant Manager	9	14	23
	General Manager	22	30	52
	Managing Director	7	18	25
Total		38	62	100

* 43. Promote Social responsibility Cross tabulation				
		Promote Social responsibility		Total
		Strongly Agree	Agree	
Your position in the organization	Assistant Manager	9	14	23
	General Manager	22	30	52
	Managing Director	7	18	25
Total		38	62	100

* 44. Increase profitability and reduce cost Cross tabulation				
		Increase profitability and reduce cost		Total
		Strongly Agree	Agree	
Your position in the organization	Assistant Manager	9	14	23
	General Manager	22	30	52
	Managing Director	7	18	25
Total		38	62	100

* 45. Better Human Resource performance of the Organization Cross tabulation				
		Better Human Resource performance of the Organization		Total
		Strongly Agree	Agree	
Your position in the organization	Assistant Manager	9	14	23
	General Manager	22	30	52
	Managing Director	7	18	25
Total		38	62	100

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IMPACT OF HUMAN RESOURCE POLICIES ON THE EMPLOYEES' PERFORMANCE IN AN ORGANIZATION: A CASE STUDY OF PHARMACEUTICAL INDUSTRY IN PAKISTAN

supervised by **Virve Siirak, MSc**

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