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**THE ROLE OF EMPLOYEES' PERFORMANCE WHILE
IMPLEMENTING A NEW STRATEGY IN SMEs OF PAKISTAN**

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International Business Administration

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I declare that I have compiled the paper independently and all works, important standpoints and data by other authors have been properly referenced and the same paper has not been previously presented for grading. The document length is 14,083 words from the introduction to the end of summary.

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ABSTRACT

The study aims strategy implementation has increasingly become one of the most important challenging issues in the organisation in general and in developing countries to increase the access of societies. This study indorses that Managers may understand the diversity to better manage their teams and be aware of their employee's behaviors. Furthermore, strategic management collectively effects the employee performance which directly influence the productivity of an organisation as well, so the organisations have started spending huge amounts in training and development of their staff to overcome the people management issues. The study provides specific evidence to policymakers that improve the further enhance the transparency and credibility of strategic management policy and formulation.

Many researches have already been conducted to check the role of employees' performance while implementing a new strategy in organisations in different parts of the world such as Slovenia, Oman and several other countries in Africa, but no similar research have been performed regarding employee performance covering all four essential dimensions that include task performance, contextual performance, adaptive performance, and counter-productive work behaviour in the Small medium enterprises of Pakistan, which is why author selected this demographic area for his research work.

This study is both quantitative and qualitative, and results are generated through correlation and regression analysis through Pearson's model. The questionnaires developed to collect data from 109 managers of Pakistani SME's. Results of this study shows that there is a strong and positive relationship between employee performance and human resource management, institutional practices, environmental factors and organisational culture.

HR plays a key role in improving the employee performance by several means, such as reward systems, promotions, bonuses, extra hour payments etc. Institutional practices helps firm to improve its performance by authorizing the right people of doing some exercises and trainings. Environmental factors such as political, new technological advancements and stable economy positively effects the performance of an employee. A positive culture plays a vital role in improving the productivity of an organization such as peaceful work place, plans and polices, facilities and inter-personal relationships with employees.

Keywords: Human Resource; Small Medium Enterprises.

INTRODUCTION

How the performance of an employee can influence the successful implementation of a new strategy in an organisation and what are the most important factors that influence the performance of an employee? According to Herbiniak (2013), while formulating a plan is difficult, putting it into action and implementing it is even more difficult. Cater and Pucko (2010) found that while 80 percent of businesses have the right plans, just 14 percent have successfully implemented them. In the context of Pakistan's developing counties, they have been able to establish strategic plans that are productive and successful in meeting the needs of their people.

This research is performed to analyse the impact of human resource management on employee performance in SME's of Pakistan, how they manage their policies that impact their employees and in what ways they help their employee to perform better in their organisations. This study also covers the role of human resource management in controlling the counterproductive work behaviors of employees, as controlling this factor spreads positivity at the work place, which directly influence the performance of the employee. This research also focuses on the role that is played by institutional practices, how organisations arrange training programs and what impact do they have on employees' performance, to estimate their role in understanding new policies and understanding of new strategies that are being implemented in an organisation and above all how this may influence the contextual performance of an employee and their contribution to the overall well-being of the organisation.

This study also focuses on the environmental factors and in what ways they impact employees' performance in an environment which might not be stable due to several reasons, these reasons could be political, economic, religious and many other. This study covers that how the performance of an employee can be influenced by these factors and what are the factors that can be neglected and what cannot be ignored. This research also covers the role of an organisational culture over the performance of an employee, the factors that play positive role in increasing the performance of an employee and how a supportive culture can particularly contribute in improving the task performance of employees and how they help employees in improving their adaptive performances.

If all these factors play positively in an organisation then the employees' performance can be improved at a greater scale which positively impacts the goals and objectives that are being set in a new strategy. The main aim of this study is to investigate that why the goals and objectives set in a new strategy are not completely fulfilled?

For this purpose, the primary data has been utilized and two type questionnaires were developed close ended and open ended, dependent variable Employee performance and independent variables Human Resource practice, Institutional Practices, Environmental Factors and organisation culture were taking place. A structured questionnaire developed to collect data from 109 managers of SME's of Pakistan. The hypotheses will be tested using 'Pearson Correlation and Regression study'. Employees of Pakistani SMEs were selected at random for this study. Moreover, that organisation and firms' employees were selected for this study. The manager, general manager, assistant manager, technicians and senior staff were the targeted units of inquiry. There are above 5million SME's in Pakistan and sample size was decided according to the share percentage of the different targeted sectors of SMEs for example: IT Companies has the greatest percentage share of 42.2% which is 46 out of 109 units and same is the case with the rest of the targeted SME sectors.

Regression estimator investigated the study existence of statistically significant relationship between strategic management and Organisational performance. Results of regression show that, the Human Resource practices, Staffing, Remuneration and Institutional Practices, Organisational Structure, Organisation Culture and Environmental Factors, Resources, Stakeholder Commitment from sample were contacted and to discuss that they have recommended and positively and significantly correlated with dependent variables Employee Performance, Timeliness, Service delivery.

1. LITERATURE REVIEW ABOUT SUCCESSFUL STRATEGY IMPLEMENTATION

The relation between strategy formulation, control, and evaluation is strategy execution. According to Herbiniak (2006), while formulating a plan is difficult, putting it into action and implementing it is even more difficult. Cater and Pucko (2010) found that while 80 percent of businesses have the right plans, just 14 percent have successfully implemented them. In the context of Pakistan's developing counties, they have been able to establish strategic plans that are productive and successful in meeting the needs of their people. However, achieving the plans' targets and priorities has never been a complete success. Leadership skills, meticulous preparation, coordinating sufficient resources and events, and ensuring staff adherence to the developed strategy are all required for successful strategy implementation. The latter, on the other hand, needs creativity and innovation.

Organisations and businesses require many qualified human resources. They created and implemented excellent Human Resources functions, such as methods for attracting, developing, motivating, and retaining skilled workers. As a result, the phrase Talent Management was recently coined as a solution to the difficulties of keeping and attracting qualified people resources, as well as future development.

SMEs are more vulnerable in the early stages of development since they face numerous challenges due to a lack of resources, particularly financial and human capital resources. SMEs are critical in emerging countries like South Africa, which is grappling with severe unemployment and income inequality (Cant & Wiid, 2013). SMEs account for over 91 percent of South Africa's formal business entities, providing between 51 and 57 percent of GDP and 60 percent of employment (Kongolo, 2010). However, it is estimated that up to 63% of South African SMEs fail to survive into their second year of operation (Robert, 2010). Most SMEs initially concentrate on the financial and marketing aspects of their operations. HR, on the other hand, becomes an issue later (Dunn, Short & Liang, 2008). According to Mazzarol (2003), when SMEs grow and the number of employees grows, they must learn how to create and administer HRM. Many SME owners and/or managers are required to perform, among other things, HR functions for which they are typically unprepared (Mazzarol, 2003). HR's major goal is to develop and maintain a productive workforce that can meet the organisation's needs (Mayhew, 2014). Because experienced and motivated employees are important resources that have a substantial impact on a company's overall success,

effective HRM can be a competitive advantage for SMEs (Klaas, 2003; Mayhew, 2014; Ray, 2014).

Successful HRM strategies are more likely to have lower absenteeism and turnover rates, as well as improved skill development and retention (Hung, 2016). Employees are frequently required to undertake operations in a variety of business roles due to the peculiarities of SMEs. As a result, HRM is critical in ensuring that the appropriate people are employed to meet those needs, as well as that appropriate support systems are in place to ensure job productivity. The majority of HRM research is generic and focuses on large enterprises (Dunn et al., 2008). There has been little research on SMEs, particularly in underdeveloped countries like South Africa. The findings of HRM for large organisations or in developed countries cannot be generalized for SMEs in underdeveloped countries, because they individually face unique challenges (Kapurubandara & Lawson, 2006).

Adoption of strategic planning is critical to a company's survival in today's highly competitive market climate. This is because businesses operate in an open system, affecting and being influenced by external factors that are completely beyond their control (Pearce and Robinson, 2000; Pfeiffer, 1994). In 2007 Ungerer et al. proposed a cycle, which says that must be followed for strategic strategies to be implemented. An assessment of current position and perception of possible futures, the creation of various options and choices, the formulation of a solid strategy architecture, and finally implementation are all stages involved. Strategic planning is one management technique that has been praised globally for its effectiveness in enhancing the efficiency of public institutions. Strategic planning is critical to the success or failure of any organisation's work because it decides the organisation's success or failure (Bryson, 1998).

Strategic management is a philosophy that involves making decisions and taking corrective steps to achieve an organisation's long-term objectives and goals (Yusof, et, al., (2008). It is a series of decisions and actions that lead to the creation and execution of strategies to achieve a company's goals (Pearce and Robinson, 2000). Strategic management activities thus include strategic planning, strategy execution, and strategy assessment and control, both of which have been shown in previous studies to affect a firm's competitive positioning in the market, thus deciding efficiency (Johnson, 2008).

Al-Ajmi (2020) the purpose of study was to look at the use of strategic planning in improving private school supervisors' practices in Muscat, Oman, and to assess their perceived benefits on encouraging senior teachers' ongoing professional growth (CPD). Supervisory practices, which are driven and directed by senior management's new effort, strategic planning (SP) in this context, are primarily responsible for teacher CPD. As a result, an attempt was made to connect the three subjects to develop a conceptual framework that could be used to answer the study's concerns. Karenye & Murigi (2020) has not investigated the implications of strategy execution approaches on pharmaceutical firm performance, resulting in a contextual gap. The study's overall goal was to determine the impact of strategy implementation procedures on the performance of Kenyan pharmaceutical companies. Balance Scorecard, Resource Built View, McKinsey 7S, and the Organisational Culture Model are the theories that the study is based on. The research was conducted at 25 randomly selected pharmaceutical companies in Nairobi and its vicinity.

The strategy is a continuous evolutionary process that involves long-term planning (Kryger, 2018). Strategy implementation is the hardest process in strategic planning because it involves translation of strategy into actual action plan (Ansoff, et al., 2018). Strategy implementation is tedious and complicated (Kachaner et al., 2016). Successful strategy implementation helps to improve company overall performance and gains its competitive advantages (Wibowo et al., 2015). However, a good strategy formulated only serves its purpose if it is successfully implemented (Hassan et al., 2008). About 90% of companies failed to successfully implement strategies. Studies have shown that the failures of Pakistani construction companies are due to ineffective strategy implementation process (Bakar, et al., 2012). Strategy implementation can influence companies' performance, including the employees' performance (Gębczyńska 2016). With good employees' performance, companies will be able to increase company efficiency and productivity (Ahmad, et al., 2015).

Pakistan's industrial and service sectors are underperforming their full potential, relying significantly on government programs and seeking official support at all times (Ali, I., & Malik, A. 2009). Pakistan's industrial and service sectors are unprepared to meet globalization's difficulties, owing to external factors such as an unpredictable political environment and a lack of infrastructure (Janjua, S. Y., & Sobia, J. 2010). Pakistani industry has been utilizing traditional business practices for a long time, but it has modified its ways to meet the difficulties of the current period, but this transformation is gradual and incompatible with the modern business environment (Khan, I. B. 2011).

Professionals who run businesses in Pakistan have developed a certain way of thinking, making it difficult for them to learn new management techniques. As a result, they resist change in their management perspective, making it more difficult for them to respond to changes in global business situations. For a long time, entrepreneurs and scholars have been concerned about Pakistani enterprises' long-term growth and competitive edge. Pakistani enterprises have access to financial, technological, and other resources that are critical for long-term success. Pakistani enterprises, on the other hand, are unable to achieve long-term success and are extremely subject to external pressures (Khan, I. B. 2011).

From a strategic standpoint, this study looked at the vulnerability of Pakistani enterprises to external influences and competition. The strategic management process, according to Porter, M. E. (1996, November-December), comprises of strategy creation and strategy execution, which leads to sustained growth and makes a company less subject to external pressures and competition. Past research has shown that Pakistani businesses lack a proper strategic management process, which is impeding their long-term progress. Different previous studies have shown that a firm with a solid understanding and proper system for strategy formulation and strategy implementation will have sustainable growth and competitive advantage, and will be less vulnerable to external forces and competition. Because the majority of businesses in Pakistan are family-owned, management techniques have remained consistent over time. Although Pakistani entrepreneurs are unfamiliar with the notions of strategic management or creative business management (CBM), the rate of adoption of these strategies is growing (Khan, I. B. 2011).

Cully, Woodland, O'Reilly, & Dix, 1999; Boselie & Van der Wielle, 2002) show that certain HRM methods, such as working in teams, increased discretion and autonomy in the workplace, and various employee involvement and pay schemes, do encourage workers and generate higher labor productivity. Employee participation in terms of distribution of responsibility and methods for collecting employee recommendations could boost productivity (Arthur 1994, Wallace 1995). Cross-functional teams, job rotation, quality circles, and function integration all have the potential to boost labor productivity (Banker, Seok-Young, Gordon & Dhinu, 1996). Human resource management activities such as informal and formal training, as well as recruiting and selection, have been found to affect productivity and market value (Huselid 1995, Delery & Dotty 1996). HRM methods (training, selection, career planning, employee engagement, job description, compensation, and performance appraisal) were recently found to be favorably connected with employee performance in a study done by Soomro, Gilal, and Jatoi (2011).

Furthermore, among individual HRM practices, respondents ranked performance appraisal first, followed by salary. Petrescu and Simmons (2008) investigated the link between HRM practices and employees' general job happiness as well as their pay satisfaction. Several HRM methods (such as training and development and performance-based remuneration) were found to improve workers' overall job satisfaction and pay satisfaction.

Shahnawaz and Juyal (2006) studied HRM methods in two different organisations: a consulting/research firm and a fashion house. The study also sought to determine how much of the two industries' devotion can be attributable to HRM procedures. HRM practices were found to be considerably different in two organisations, with the fashion organisation having higher mean scores on numerous HRM procedures. The findings of the regression showed that various HRM practices in both organisations and when they were combined were significantly predicting organisational commitment. In both firms, performance appraisal and "attitudes toward the HRM department" were important predictors of organisational commitment. Chew and Chan (2008) investigated the impact of HR practices on permanent employees' organisational commitment and intention to stay, finding that person-organisation fit, remuneration, recognition, and the opportunity to undertake challenging employment assignments all influenced organisational commitment positively. Person-organisation fit, compensation recognition, training, and career growth all have a substantial impact on retention intentions. He also discovered that training and professional advancement were unrelated to organisational commitment, and that hard assignments were unrelated to the intention to stay.

1.1. Research tasks

1. To provide employees and teams with a clear and structured understanding of what they need to achieve
2. To focus on achieving their outlined deliverables in a way that supports wider business outcomes
3. To analyze the effect of environmental, cultural and institutional practices on Employee Performance in an organization

1.2. The role of human resources management in small and medium enterprises

Human resource management (HRM) is concerned with all elements of employee employment and management in firms. Strategic human resource management, human capital management, corporate social responsibility, knowledge management, organisational development, securing resources (human resource planning, recruitment, and talent management), management performance, development and learning, compensation practices, employee relations, employee welfare, health and safety, and providing services to other companies are all covered under HRM.

The science of organisational behaviour and strategic management, human capital, and industrial relations theories all have a Strongly Agree conceptual underpinning in HRM practices. This database was created with the help of numerous study studies conducted by various management researchers.

The purpose of this article is to provide an overview of HRM practices and principles to a general manager. This paper defines HRM objectives, theories, characteristics, HRM system components, the growth of HRM as a method for Operations Director people, perspective expressed in relation to key performers, the context in which HRM works, and ethical dimensions that affect human resource policy and practices.

Author Ronald R. Sims, for example, writes "The key to an organisation's long-term survival and success is not rational or quantitative techniques, but rather differences in employee and manager behaviours that are built on mutual support and loyalty. The effectiveness of human resource management is becoming increasingly important to the organisation's performance today and in the future." Sims (Sims, 2002).

In today's economy, human resource management (HRM) is related to a company's success as assessed by a variety of organisational metrics (profitability, productivity, rate of innovation, market share, environmental performances, etc.). HRM's importance in major companies is underappreciated, especially when it comes to competitiveness and long-term growth. Small and medium-sized (SME) businesses, on the other hand, have not been extensively examined in relation to HRM in the past. Several studies in the last decade and recent years have stressed the relevance of HRM for the survival and profitability of SMEs, despite the dearth of literature and

empirical study in this field. The supposed benefits of SMEs in a chaotic and unpredictable business climate are the reason why an increasing number of authors are debating their success today.

Firms should priorities investment in HRM processes, according to this study, which identifies different managerial consequences. Small businesses can improve their operational performance by implementing operational methods such as Just-in-Time (JIT), Advanced Manufacturing Technology (AMT), and Total Quality Management (TQM). (Som, 2008).

Many authors have claimed that successful strategic leadership improves organisational performance when corporations use motivational features to influence people and promote high standards and value-based concepts (Bass & Riggio, 2006; Sayyadi, 2019; Garca-Morales et al., 2008). Ibrahim and Daniel (2019) discovered that "it is the responsibility of every leader to construct an organisation that will function well" after examining various leadership methods and their impact on organisational performance.

The leader is responsible for creating organisational standards, inspiring personnel to achieve organisational goals, and being devoted to the organisation's mission, vision, and values. The leader will drive others to achieve the results and goals. Sayyadi, 2019; Garca-Morales et al., 2008) say that strong strategic leadership will steer an organisation's intellectual capital to improve organisational performance and develop effective strategic management efforts.

Elenkov (2002) looked into the effects of two leadership styles on organisational performance: transformational and transactional, and discovered that "transformational leadership directly and positively predicted organisational performance" (Elenkov, 2002, p.467), whereas transactional leadership had a smaller impact on organisational outcomes. The author concludes that a creative and collaborative organisational environment, in which an effective transformational leadership style is used, has a favorable impact on organisational outcomes and performance (Elenkov, 2002).

Understanding and utilizing leadership models to adapt leadership styles to various unique scenarios in the post-pandemic business environment is part of developing leadership skills. Understanding the leadership drivers that naturally characterize any business management becomes critical in a disruptive environment, so that every leader may change his or her approach to meet the disruptive scenario. Knowing which leadership styles to avoid is also beneficial. The

modern organisation leader will be better equipped to communicate his or her vision to other members of the organisation in this manner. To satisfy the current corporate expectations, the modern business climate necessitates recalibrating leadership strategies. As a result, in the post-pandemic business context, leadership development, modern pandemic management, and preparedness leadership are required.

Topics relating to the office environment are becoming more important in terms of work psychology, as previously indicated. There are worries that work psychology has an impact on employee performance; as a result, today's businesses must focus on how people develop, how interrelationships work, and how organisational roles are developed, as well as employees' attitudes at work (Arnold et al., 1998). Individual differences, employee selection, assessing job performance, attitudes at work, training and development, collaboration and inter-group relations (including negotiation), behavior modification, and work motivation are among the themes covered (Arnold et al., 1998, p. xviii).

According to Luthans (2002), a good organisational approach to matters involving the work environment accompanies organisational development and contributes to improved employee performance. Furthermore, according to Chandrasekar (2011), the work environment has a significant impact on employee morale, attitude, engagement, and productivity, and that employee performance rises or falls depending on the level of positivity and all other interrelated topics on work-setting in that specific workplace. Haynes (2008) also addresses office comfort as a topic influencing productivity by examining the environmental trends affecting employee performance. Workplaces must also be measured using certain models that perceive the effect of the human component on organisational performance, according to Kaczmarczyk and Murtough (2002).

According to the authors, in creative workplaces, the human aspect, as well as technology and facilities, are critical factors that contribute to organisational effectiveness (Kaczmarczyk and Murtough, 2002). As a result, realistic tactics for creating a stimulating work environment will have a favorable impact on the organisation's goals and financial results. Strategic management initiatives in the post-pandemic corporate climate must investigate the interrelationship between employee attitudes about work and organisational performance, as well as their downstream effect on employee engagement, motivation, involvement, communication, and commitment. As a result, strategic organisational activities relating to the workplace must identify and build organisational drivers that not only preserve but also increase organisational performance drivers.

Human resources are one of the most important assets that can help businesses achieve and sustain a competitive advantage. Human resources are a broad set of education, employment, industrial knowledge, and other forms of experiences that enable businesses to offer superior and distinct results. Strategic performance is influenced by a variety of elements. This is evident in emergency theory, which confirms that there is no optimal organizational process, as this theory suggests that managed human resources, in addition to financial resources and strategic analysis, can help an institution develop new products and services to improve customer satisfaction and care, and thus contribute positively to its strategic performance (Nwachukwu & Chladkova, 2019). One of the key techniques for acquiring talented employees is strategic performance management through strategic human resource management (SHRM). Employees' requirements and desires are satisfied by personnel management's performance and appraisal management metrics; providing feedback on employees' performance and task successes is a strategic goal. Compensation and benefits management is a direct cause of increases in productive and energetic behavior because it interacts directly with HR policies and incentives (Messersmith, Patel, Lepak, & Gould-Williams, 2011). As a result, the following theory is proposed:

Hypothesis 1 (H1): Human resources will positively affect strategic performance.

1.3. Functions of human resource management

As a company grows, it becomes necessary to manage the HR function. The HRM department oversees carrying out all HR functions in the best interests of the company. Human resource functions can be described as the arrangement of all HRM duties and responsibilities within organisations. From the hiring process to training and development, performance planning and appraisal, remuneration and other awards, and eventually termination of employment, HR-functions encompass all roles, duties, and responsibilities. The HR function includes not just General Managers and HR departments, but also line management and even individual employees. Various organisational contextual circumstances determine the requirement for some specific HRM practices, causing the HR function (as the primary responsibility of the HRM department) to effectively play their role.

However, as Hendry and Pettigrew (1992) point out, "although changes in human resource practices might be seen as a response to business strategy, the scope of the HRM function to

respond effectively is thereby restricted by its role and resource." It is the responsibility of each organisation's HRM manager and/or department to define their HR role through a need analysis survey to assist company operations and acquire a sustained competitive advantage. These could include Fombrun et al (1984) "generic" HRM functions, such as: HRM policies include developing policies for the firm's personnel management, among other things. For staffing needs, employment that defines recruitment and selection methods. Development, which include the creation of training and development strategies for staff. Designing reward systems for employees, as well as developing performance appraisal programmes and remuneration.

In organisations, these HR functions are carried out through various HRM practices. Following the discussion above, these general HRM practices are detailed below using available research to assess the level of HRM complexity in chosen SMEs and its relationship to business performance.

In the 1980s, the notion of human resource management (HRM) was born. Rebranding people management became popular immediately, although many organisations were unaware of the philosophy underlying it. This paper attempts to provide a concise and easy-to-understand summary of the evolution of human resource management (HRM) as well as current research in the field. The research delves into the history of HRM, looks into themes such as HR functions, HR roles, and HR strategies, and covers the current dispute over how HR affects business performance. The research continues by emphasizing that good HR procedures are insufficient in and of itself to boost employee commitment and increase productivity. Equally crucial is the organisation's culture, which is heavily influenced by the organisation's leadership and management strategy. To be relevant, HR must recognize the various and different responsibilities it is expected to fill, as well as reflect on and enhance its own competence in these areas.

HRM's diversity: It's tough to pinpoint universal HRM features. Many models exist, and practices differ per company, often only resembling the conceptual version of HRM in a few ways. HRM as a strategic tool: The importance of strategic integration is perhaps the most important component of HRM. This necessitates HR planning to be in sync with overall organisational planning. The HRM's commitment-oriented nature: HRM is based on the concepts of mutuality and strong commitment. When all members of an organisation believe they are working together on a common goal, they are more likely to be dedicated and, as a result, perform better. Human capital refers to people and their abilities: The idea that people, and their combined talents,

abilities, and experiences, should be viewed as a valued asset and source of competitive advantage rather than a cost, is one of the fundamental academic bases of HRM.

In its approach to employee interactions, it is unitarist rather than pluralist, individualist rather than collective: Employees and employers share similar interests, according to HRM theory, which also emphasizes the importance of the relationship between the organisation and the individual employee over any collective or representative entity. Human resource management (HRM) as a management-driven activity: Despite the growing number of HR managers and HR departments, Armstrong (2008:16) defines HRM as "a core, senior management-driven, strategic activity that is planned, owned, and delivered by management as a whole to advance the interests of their organisation." Purcell (1993) referred to HRM as the "rediscovery of management prerogative," whereas Guest (1991) stated that "HRM is too crucial to be left to personnel managers." More lately, there has been a lot of focus on the role of line managers in achieving HRM objectives.

An emphasis on the organisation's needs as well as business goals and values: Human resource management has always been founded on a management and business mindset. While the interests of the organisation's members are recognized, they are subordinated to the organisation's. However, HRM theory is changing in this area. While it is undeniable that HR must assist in the attainment of organisational goals, there is a growing consensus that HRM requires more. HR, in particular, must consider all stakeholders' interests as well as the values and standards that society expects to be upheld in the workplace. People were criticized when the word HRM initially became popular because it referred to them as resources, as if they were just another factor of production to be leveraged into economic worth. Boxall and Purcell (2016:4), on the other hand, believe this is a misinterpretation of the phrase.

'People are not human resources,' they argue, but rather their knowledge, skills, and energy that they utilize in their everyday roles: 'People are not human resources.' People, on the other hand, are autonomous agents with human resources, which are the skills they can use and develop at work and take with them when they leave the organisation' (authors' emphasis). The writers do point out, however, that referring to individuals as "human resources" is a "mistake" that has been made in a number of textbooks and dictionaries. HRM has also been attacked for grounds other than its language. Armstrong and Taylor (2015:8) summarize the key concerns as follows: 'HRM promises more than it delivers, and its morality is dubious.' HRM has been variously (and

contradictorily) described as highly prescriptive, ambiguous, and imprecise in regard to the first issue.

1.4. Prospects of human resource management

Until recently, only large corporations invested in human resource management, but SMEs are now taking HR duties seriously as well. Most SMEs nowadays are aware of the need for established HR procedures, and they are even prepared to adopt HRM into their businesses. However, the issue they encounter is a lack of funding and experience needed to adopt HRM. The solution can take one of two forms: outsource the HRM function for a limited time until the requisite knowledge is acquired or manage HRM implementation using existing resources. When HRM is outsourced, notwithstanding the financial cost, entrepreneurs have more time to focus on strategic concerns rather than regular HR systems. However, if the company is unable to accept this alternative, SMEs can take the following steps:

Recognize the correct talent for the task; it may not be the best, but it meets the requirements of work and organisation. Adhere to employee engagement methods to boost staff retention. Rehiring of retired employees who are willing to work for a low wage. Fostering a culture of accepting challenges and providing opportunities for advancement inside the organisation. Reduce the hierarchy so that employees feel like they are a part of the company. Create work-life balance techniques such as flexible working hours and work from home.

Human resource management (HRM) is likely to be one of the most important predictors of organisational performance, according to research. The success of a small business is mostly determined by the enthusiasm, competence, resources, and devotion of a single individual (the owner). People concerns are frequently taken for granted and managed informally because owners frequently engage in manual labour and take responsibility for employment matters, including salary determination (Harney & Alkhalaf 2021).

Human resources play an important part in increasing a company's efficiency and performance. Employees, regardless of business size, are a strategically significant, indispensable resource for attaining an organisation's goal, according to the resource-based perspective of management (Eddleston et al., 2008).

Strategic Human Resource Management is a relatively new development in the field of human resource management. It is concerned with the role of HRM systems in firm performance, with a special emphasis on human resource alignment as a method of attaining a competitive advantage. Organisations are realizing that effective human resource policies and practices may boost productivity, quality, and financial performance in a variety of ways (Caliskan, 2010). Strategic human resource management is founded on the notion that organisations may be more productive if their HR is managed with policies and procedures that provide the proper number of people to the organisation with the appropriate behaviors, competencies, and motivation levels. Strategic human resources management, on the other hand, is the construction of a link or integration between a company's overall strategic goals and its human resources strategy and implementation. In principle, the organisation's processes and people are managed to support the goals of the organisation's strategies and to establish an integrated approach to managing multiple HR tasks such as selection, training, appraisal, and reward so that they complement one another (Gratton, 1999).

Regardless of the size or nature of a business, Delery and Doty (1996) list the following important strategic human resources practices as the most widely implemented HRM approaches: Formal Training and Development Systems, Results-Oriented Performance Appraisal, and Performance-Based Compensation are all examples of rational recruitment and selection.

An important role of HRM is to ensure that the organisation has an appropriate supply of human resources at all levels and in all positions at the right time and in the right place to man the duties that have been properly recognized and specified. Human resource planning, as described by Kleiman (2000), is an HRM technique that assists managers in anticipating and meeting changing demands linked to the acquisition, development, and usage of their personnel.

Formal Training and Development System: It is no longer acceptable to expect individuals to arrive at work with all of the necessary abilities. Even the most qualified and skilled employee requires training to integrate into the organisation and become a useful team member (Quinn, Anderson & Finkelstein, 1996). In the economics of labor, forward-looking management is defined as one that gives possibilities for human capital development, according to Noe, Hollenbeck, Gerhart, B., and Wright. (2004). Employees can be the most valuable partners in any business if they are fully developed to reach their full potential. Knowledge, skill, and attitude

gaps must be filled on a regular basis through formal training and development programs, which are typically provided by professionals.

Result-Oriented Performance Evaluation: According to Kleiman (2000), performance appraisal is the process of evaluating an employee's job performance. By directing employee behavior toward organisational goals and monitoring that behavior to ensure that goals are reached, an effective performance assessment system can generate a competitive advantage by increasing employee job performance in two ways. Performance appraisals are used to help make decisions about promotions, demotions, retention, transfers, and pay.

Performance-based compensation and benefits: Strategic pay mandates that all compensation and benefit decisions be made with the goal of attracting, retaining, or motivating people. As a result, the entire reward structure of the business is intended to fully support its mission or purpose. Job evaluation is frequently essential in order to have a competitive pay structure. Incentive pay, according to Noe et al (2004), is compensation linked to individual performance, profits, and other success indicators. Incentive compensation is used by businesses to energise, guide, or regulate employee behavior. Because the amount paid is related to predetermined behavior or outcomes, it has a lot of clout.

1.5. Policies and practices in human resources

HR management (HRM) is defined by Barra de Oliveira, A. M., and de Oliveira, A. J. (2011) as an integrated set of planned and intended strategies, policies, and practices for Managing Director people in an organisation; and HRM practices are defined as the activities implemented and experienced by employees, and that can be objectively verified. The writers stress the importance of integrating HR management methods with the organisation's internal and external contingencies.

When there is synergy between the entire system of people management and the strategic objectives, Becker and Huselid (1998) labelled it as a High-Performance Work System (HPWS). Understanding the relationship between HR management and corporate performance requires this coherence.

While some research examines the impact of each HR subsystem on an individual's or organisation's performance (Oliveira; Gueiros, 2004), others claim that superior results are achieved through the integration of subsystems (MacDuffie, 1995). According to Becker and Huselid (1998), the uniqueness of a system's effective integration into a company's strategy is what ensures imitation difficulties and, as a result, a competitive advantage in High Performance Work Systems.

Lepak et al. (2006) raise concerns about the subject's study in terms of international nomenclature variation and attempt to clarify terms. HR practices are the most basic level of analysis, and they refer to individual actions taken by firms to achieve certain goals, such as behavioural interviews, employee socialization, and 360o evaluation, among other things. HR policies are at the second level of analysis and represent an employee-focused programme that should affect HR Practices. For example, a performance payment policy should consider profit sharing and variable income as options. An HR System works at a higher level, reflecting a multi-policy programme that must be internally consistent to reach some global goals. To enhance employee commitment and maximize their contributions to organisational performance, a high commitment system, for example, should feature more diverse development programmes mixed with performance-based reward.

Even though HR systems can match organisational results and provide a competitive advantage, Lepak et al. (2006) question the difficulty of operationalizing this construct in research due to the variety of definitions that appear in the literature and the difficulty of evaluating the integration between these and their respective policies and practices. As a result, the focus of this study is on HR procedures and their impact on employee attitudes.

These techniques, according to Chiavenato (2002), are required to manage people at work, notably in the areas of hiring, training, evaluation, remuneration, and providing a decent and secure environment for firm personnel. According to the author, people management in businesses is comprised of five primary policies and practices: recruitment and selection, training and development, remuneration, performance appraisal, and working environment.

In addition to the rules and practices specified by Chiavenato & Demo (2002), the primary PPHR Project Public Health Ready group began evaluating the "involvement" policy. Organisational culture (Osório, 2009), organisational engagement (Ramos, 2010), affective organisational

commitment (Ferreira et al., 2012; Martins et al., 2015), organisational commitment (Souza, 2014), intention of an individual to leave the organisation (Santos, 2012), turnover (Silva, 2013), identification of collaborative competences (Silva, 2013), and diversity management are some of the constructs studied in Brazil (Maccali et al., 2015).

International research has linked PPHR to successful projects (Khan; Rasheed, 2015); absenteeism, intention to stay in the organisation, organisational citizenship behaviours, and affective commitment (Kehoe; Wright, 2013); engagement, organisational citizenship behaviours, and intentions to leave the organisation (Kehoe; Wright, 2013); and engagement, organisational citizenship behaviours, and intentions to leave the organisation (Kehoe; Wright, 2013). (Alfes et al., 2013).

Due to the difficulty of evaluating the integration of human resources policies and practices (Lepak et al, 2006), this study proposes evaluating not only PPHR as a single construct, but also the relationship of each dimension - or subsystem - on organisational citizenship behaviours, with the goal of determining which policy has a greater or lesser impact on employee behaviour. Recruitment and selection, involvement, training and development, work environment, performance and competency assessment, and remuneration and incentives are the six dimensions examined.

Several research on the issue of Policies and Practices in Human Resources (Oliveira; Demo, 2014; Jesus, 2015; Ferreira et al., 2015) use the SPPHR - Scale of Policies and Practices in Human Resources, designed and validated by Demo (2012), which encompasses the six variables being studied.

Demo (2012) defines recruitment and selection policies and practices as an organisation's proposal to seek out people, encourage them to apply, and choose them, with the goal of aligning the person's competencies with the organisation's characteristics and expectations. The organisation's involvement policy is a defined proposal to form an emotive tie with its collaborators by contributing to their well-being in terms of recognition, relationship, engagement, and communication. Employees are provided with systematic skill acquisition, as well as promotion of continual learning and knowledge production, as part of the training and development policy.

Demo (2012) grouped policies focusing on safety and benefits into a single dimension and dubbed it "working conditions policy." This policy, according to the author, is an explicit proposal by the business to provide good working conditions for employees in terms of benefits, health, safety, and technology. The performance and competence evaluation policy entails evaluating workers' performance and skills, as well as supporting promotions, career planning, and development decisions. In terms of salary and incentives, the author also categorized the issues of compensation and incentives, including performance-based rewards and employee capabilities. The PPHR scale developed by Demo (2012) is an adequate instrument to suit the aims of this investigation, given the conceptual field offered and the research objectives.

1.6. Organisational culture

Culture refers to the collection of characteristics that differ from one organisation to the next. It is a collection of a group of people's views, habits, values, and knowledge at the same time and place (Schein, 2010). Organisational culture can be defined as a set of shared values, actions, and beliefs that are used to achieve organisational goals, and it is one of the primary reasons why organisations with well-developed and practiced cultures outperform those with weak cultures (Alvesson, 2012). Because organisational culture is inextricably tied to HR practices, it has a favourable impact on employee performance and adaptability, assisting them in overcoming corporate difficulties and situations and providing them with a path to a common goal or target (Daft & Weick, 1984). Employees are more informed about the company's history, norms, and code of behaviour because of the presence of an organisational culture, which influences their loyalty to it (Sims & Brinkmann, 2003).

Furthermore, organisational culture aids collaboration between personnel inside a department as well as within the organisation, as well as coordination and integration of operations and strategy, resulting in improved resource usage and support. It also enables management to forecast employee behaviour in a variety of settings, which can benefit both employees' well-being and the dynamics of work relations inside a company (Bortolotti et al., 2015).

Several academics have proposed integrative frameworks that link organisational performance to organisational culture theories, in which involvement, consistency, adaptability, and organisational mission are all influenced by the underlying beliefs that make up the organisational

culture (Dyer & Denison, 1991). According to a recent Gallup survey, organisational culture has a major impact on organisational performance and economic results. In a dynamic organisational environment, business results are 10-20% higher (Purwanto, et al, 2020). "The mix of purpose, values, vision, and mission concerns the day-to-day components of communication, interaction, and operational objectives that create both the environment and the incentive for how people operate," according to the definition of organisational culture. Purwanto et al. (Purwanto, et al., 2020) conduct a causality analysis of the relationship between performance and culture, concluding that organisational culture is the first to shape the organisation, it determines outcomes indirectly and has causal priority, and thus it improves organisational performance rather than vice versa. As a result, a well-structured corporate culture plan gives people direction and clarity. As long as there is a link between employee attitudes and overall management strategy, the focus on market outcomes, such as performance, competitiveness, and profitability, is ensured. As a result, while a high human capital value is not a guarantee of profitability, involving employees in a positive, high-performance culture would continuously raise organisational profitability as a powerful indicator.

Organisational efficiency is, in fact, a measure of the culture of the company. Modern firms are being urged to rethink their response strategy and take a more distinct approach to human capital, employee relationships, and organisational culture, all of which might be collaboratively engaged to implement the post-COVID-19 strategy and future adaptive strategies. Strategic organisational efforts must be aware of the context in which they operate and comprehend the decisions that must be made in order to transform the organisational environment, with the end result being a changed organisational culture for the post-pandemic business climate.

This article examines existing empirical research and models that link organisational culture and performance in order to define and measure organisational culture and its impact on organisational performance. The goal of this article is to show how to conceptualize, measure, and analyze key concepts related to organisational culture and performance. After reviewing a large body of literature, it was discovered that organisational culture has a significant impact on a range of organisational processes, personnel, and performance. This also applies to the various aspects of culture. According to research, if employees are devoted and share the same values and standards as the organisation, they can improve performance and help the firm achieve its overall goals. To increase the overall performance of employees and the business, managers and executives are

advised to build a strong culture within the organisation (Shahzad, Luqman, Khan, A. R., & Shabbir, 2012).

The importance of organisational culture in the development of organisational performance cannot be overstated. Culture is made up of a variety of artifact combinations (also known as practices, expressive symbols, or forms), values and ideas, and fundamental assumptions about appropriate behavior that member groups share (Detert et al., 2000, p. 851) Culture can be defined as a set of important shared values that interact with an organisation's structure and control system to establish behavioral norms (the way we do things around here). While organisational ideals can explain the fundamental structure of corporate culture (Quinn & Kimberly, 1984), Kosfeld and von Siemens (2011) focus on teamwork and collaboration. Teamwork and work are at least advantageous to the organisation in two ways: teams of workers with complementary abilities can achieve what they couldn't separately (team production in the economy), and workers exchanging pertinent information boosts production efficiency. According to Marcoulides and Heck (1993), the culture expressed in organisational activities has a direct positive impact on performance. According to Petty et al. (1995), a culture that emphasizes cooperation and teamwork is beneficial to organisational efficiency.

Various authors and scholars have characterized corporate culture. Many people believe, however, that corporate culture is a set of values, attitudes, and behavioral patterns that create the organisation's essential identity and serve to shape employee behavior. According to Schein (2009), organisational culture is a set of shared values, beliefs, and behavioral standards that provide members of an organisation meaning and rules to follow. Organisational culture, according to Kosfeld and von Siemens (2011), can provide a competitive advantage by defining organisational boundaries in a way that encourages individual interaction and/or limiting the scope of information processing to the right level.

Both Kosfeld and von Siemens (2011) and Detert et al., (2000) argue that certain organisational cultural features and performance are linked. They point out that culture will continue to be linked to greater performance only if it is able to adapt to changes in the environment. An important topic in the literature is the relationship between organisational culture and organisational performance. Several studies have been undertaken expressly to investigate the role of culture as an organisational resource or asset that impacts, with findings indicating a significant link between certain strong types of culture and superior financial performance. The significance of corporate

culture in determining superior financial results. In addition, Cotter and Heskett discovered that cultural material was classified as an adaptive culture, which is significant in influencing higher performance. Because of the cultural influence of organisational member behavior, culture is directly tied to performance. Organisational commitment has three essential components: identification, involvement, and loyalty. The researchers also discovered a link between organisational dedication and performance.

The importance of organisational culture in the development of organisational performance cannot be overstated. In order to improve organisational performance, each employee's commitment is required. The purpose of this research is to look into the impact of organisational culture and employee commitment on employee performance. Employees of MNCs were the subjects of this study. Multiple regression approaches are used in the study. The findings of this study show that organisational culture has a direct impact on organisational performance. Organisational commitment has a substantial impact on performance (Marampa, A. M., Khananda, R. W. V., & Anggraeni, A. I. 2021).

Even when different indicators are employed to evaluate both variables, Boyce, A. S., Nieminen, L. R., Gillespie, M. A., Ryan, A. M., and Denison, D. R. (2015) discover a strong association between culture and organizational performance.

Hypothesis 2 (H2): There is a significant relationship between organizational culture and performance.

1.7. Environmental factors

Most job conditions are hazardous and unhealthy. Poorly built workstations, improper futures, a lack of ventilation, inadequate lighting, excessive noise, insufficient fire safety measures, and a lack of personal protective equipment are just a few examples. People who work in such an atmosphere are more likely to develop occupational diseases, which have a negative impact on employee performance. The impact of environmental elements on organisational performance was investigated. The following goals were set forth for a study of Juhel Company Ltd. Emene, Enugu in Enugu Metropolis: To determine the relationship between employees and their work environment, to evaluate the impact of employee performance on productivity, and to determine the extent to which environmental factors have improved performance. Questionnaires were used

as the survey method and research tool. The study contained a population of 1,152 people, from which Taro Yamane picked a sample size of 297 with a 5% error and a 95% level of confidence. A systematic questionnaire was used to collect data. The total number of copies returned was 275. Tables and percentages were used to analyse the data. Using Pearson's correlation coefficients and z-test statistical methods, two hypotheses were investigated. According to the findings, there was an unsafe and unhealthy workplace environment, as well as low motivation, a lack of creativity, a high level of cultural interference, and a lack of organisational interpretation. It goes on to describe why Juhel's working environment is unsafe and unhealthy, resulting in low productivity.

1.8. Organisational performance

Organisational performance, according to Chen et al. (2006), is defined as the "transformation of inputs into outputs with the purpose of accomplishing specific objectives." In terms of substance, performance explains the relationship between minimal and effective cost (economy), effective cost and realized output (efficiency), and output and achieved outcomes (effectiveness)." There is no universal consensus in the literature on the standards to be used in measuring organisational performance, according to Bolman & Deal (2003), DeClerk (2008), and Scott & Davis (2015). However, there are four basic techniques that are widely used: The Goal-Oriented Approach Organisations are formed for a certain purpose that is determined by the stakeholders. The ability of an organisation to achieve its objectives is referred to as organisational performance.

The System Resource Approach is a method of analysing a system's resources This method identifies the link between the organisation and its surroundings. Cutler et al. (2003) state that an organisation is effective when it uses its environment to obtain high-value and scarce resources to approve its operations. An approach based on constituents. An organisation is effective, according to Agle et al. (2006), when many stakeholders believe it to be such. Organisations with greater resource control are more likely to have a greater impact on performance (Scott, Davis, 2007). The Approach of Competing Values. It was developed by Cameron and Quinn (2014), and it claims that the varying expectations of many districts create organisational goals in distinct ways. As a result, different performance metrics may be used by different organisations. Stakeholders want their companies to be adaptable, stable, and effective, therefore they support their flexibility. According to Cohen, W. A. (2000), a high level of collaboration and commitment among

stakeholders is achieved through work groups and management in a performant and effective organisation.

1.9. Learning and organisational performance

Many scholars agree that the learning technique used by an organisation has a major impact on overall performance (LaMorte, 2019). In addition, Rose (2009) discovered that organisational learning is linked to three organisational characteristics: commitment, job satisfaction, and work performance. In the research on learning organisations, it is widely agreed that strategic learning activities at the organisational level are required for positive transformation and high performance (Argyris, 1996). When a company needs to improve its intellectual capacities, it will adopt a learning mindset that will result in increased productivity and, as a result, higher organisational performance (Akhtar 2011). As a result, a learning organisation will embrace a dynamic development method that will improve organisational performance (Tolici, D. 2021).

Employee development has had a major positive impact on organisational performance for organisations that have made it a priority in their strategy (Jyothibabu et al., 2010). A modern business must demonstrate its achievements toward sustainable objectives as a learning organisation, where methods and processes are employed to steadily enhance employees' competencies. All companies should be able to achieve first, personal mastery aspiration, and second, reflective discussions as a kind of inquiry and learning, which entails listening and wanting to understand rather than being understood, through developing learning capacities. Employees will be required to complete a portfolio of duties in order to expand not only their competence but also their talents, as well as become acquainted with the organisation's social climate and attitudes. Employees will be more familiar with the company's goals as a result of this.

To separate the organisation's results created by training and to establish whether training investment provided at least part of the organisation's return, training assessment is required. The company concerns are rooted in its executives' professionalism and desire to perform a full examination of employment issues, transforming intellectual capital into a partner, an expert, rather than a systems or measurement specialist. Change is what propels any company forward. Traditional hierarchies are incapable of dealing with the increasing complexity and speed of change. The modern company's leaders might consider advancing the solution of a second

structure, an aggregated operational system of employees drawn from all of the company's systems and levels, energetic and loyal employees, forming an operational core to lead the transformation of intellectual capital and move the organisation toward competitive advantage.

Hypothesis 3 (H3). The environmental factor has a significant effect on organisation performance.

H1: Organisational performance is positively associated with individual-level learning.

H2: Organisational performance is positively associated with group-level learning.

H3: Organisational performance is positively associated with organisational level learning.

H4: Organisational performance is positively associated with individual-level learning and group level learning.

H5: Organisational performance is positively associated with individual-level learning and organisational-level learning.

H6: Organisational performance is positively associated with group-level learning and organisational-level learning.

H7: Organisational performance is positively associated with individual-level learning, group-level learning and organisational-level learning.

1.10. Change, innovation, and organisational performance

The statistical findings in the literature on organisational change and innovation confirm the impact of strategic change and innovation on performance (Suhag et al. 2017). Organisational performance is improved by change management methods and technological innovation (Utting et al., 2012). Employee performance is influenced by technological change and innovation activities since they contribute to work efficiency (Suhag et al., 2017; Utting et al., 2012). Different types of innovation, including as product, process, and organisational innovation, have a positive impact on performance only when positive adjustments are made toward integrating new methods of functioning (Phan, 2019). Organisational transformation is intimately linked to and followed by organisational innovation, and both are necessary for organisational success (Suhag et al. 2017). Organisational innovation clarifies a big percentage of individual and organisational performance and increases a company's competitiveness, while leaders are called to add value to the company's processes, services, and/or products (Ota et al., 2013).

As a result, managers should place a greater emphasis on innovation strategies, which are followed by transformation. As a result, we may say that organisational transformation and innovativeness are in a circular dependency relationship, in which one is dependent on the other and one element influences the other in both positive and negative ways. Change and innovation are also prerequisites for achieving high organisational performance. Some authors (Gueell, 2018) believe that innovation is in fact change, and that when leaders are organizing successful innovation and strong organisational strategies are in place to help overcome any barriers to change, innovation occurs naturally and employs improvements at all levels of an organisation. Integrating change management and innovation theories would result in the development of a dominant organisational theory of evolution in the context of adding and developing intellectual capital.

Demetriades and Eiffe (2018) showed that specific behaviors connected to the human aspect inside an organisation are associated to innovation that relates the organisation to performance in a survey of 24,000 organisations. Furthermore, the authors believe that involving employees in crucial areas of the decision-making process leads to beneficial transformation in the business. Change has become the new normal in a post-pandemic corporate climate, a new attribute of the firm itself. To promote organisational change and assist the organisation adapt to these changes, strategic organisational initiatives are required. Modern firms must embrace continuous organisational change, and recurrent innovation and investment in innovation, in response to change strategies implemented, will distinguish the organisation and result in added value and higher performance results. The global economic environment, coupled with ongoing changes in businesses, has pushed strategic management decisions to a point where change and innovation are inextricably linked, with positive change leading to a positive approach to innovation, and vice versa, a good innovation idea leading to genuine organisational improvement through change initiatives.

1.11. Hypothesis development

Hypotheses for our study based on literature and model are as follows:

1. Null Hypotheses (H01) examines that there is no significant effect of Human Resource Practices on employee performance whereas Alternative Hypotheses (H11) explains that there is significant effect of Human Resource Practices on employee performance.

2. Null Hypotheses (H02) examines that there is no significant effect of Institutional Practices, Environmental Factors and Organisation Culture on employee performance whereas Alternative Hypotheses (H12) explains that there is significant effect of Institutional Practices, Environmental Factors and Organisation Culture on employee performance.

2. METHODOLOGY

Research design, according to Sekaran and Roger (2011), is a master plan that defines the methods and procedures for gathering and analysing the required data. According to Cooper and Schindler (2006), research design is the blueprint for data collection, calculation, and interpretation to achieve the stated goals. It is research method that is designed to find answers to research questions and test hypotheses (Kothari, 2004). The explanative research design used in this analysis. The descriptive research design selected because it enabled the researcher to evaluate the impact of strategic planning on developing government management.

The current research focused on the premise that strategic management practices have an impact on performance and used to establish new strategic management practices for organisational performance. A structured questionnaire developed to collect data from 109 managers of Pakistani organisations. The rationale for the approach selected based on philosophical realism (observation and numeric measurement) when it comes to the study's knowledge statements. Pearson correlation and regression analysis will be used to conclude the results.

Managers of Pakistanis organisations was selected at random for this study. A total of 109 people were interviewed in the survey. Considering the gap founded by the relevant literature review, a self-administered questionnaire with sections created. The variables selected for this research evaluated in a Pakistani setting to determine their reliability and validity.

2.1. Data collection

Data was collected through structured questionnaires from a sample of the respondents from different organisations and firms in Pakistan. Moreover, that organisation and firms' employees was selected for this study. The manager, General Manager, Assistant Manager, Technicians and Senior Staff was the targeted units of inquiry.

Data collection is the process of acquiring and evaluating information on variables of interest in a systematic manner that allows researchers to answer research questions, test hypotheses, and assess outcomes. All fields of study, including physical and social sciences, humanities, business, and others, use data collection as part of their research. While the methodologies differ depending

on the discipline, the emphasis on accurate and honest data collection stays the same. The purpose of any data collecting is to obtain high-quality evidence that can be translated into rich data analysis and used to construct a convincing and credible response to the questions addressed. Regardless of the subject of study or preferred method of data definition (qualitative, quantitative), reliable data collection is critical to research integrity. The use of appropriate data gathering instruments (existing, modified, or newly built) as well as properly defined instructions for their proper use reduce the risk of errors. One of the most crucial aspects in conducting research is data collection. You can have the best study design in the world, but if you can't collect the necessary data, your project will fail. Data collecting is a difficult process that takes meticulous planning, hard labor, patience, tenacity, and other qualities in order to be completed properly. The first step in data collection is defining what type of data is needed, followed by selecting a sample from a certain demographic. After that, you need to use a certain method to collect the data from the selected population.

2.2. Data collection technique

The study is both quantitative and qualitative, and the quantitative data was collected through structured questionnaire in surveys and qualitative method was collected by conducting interviews. Structured questionnaire is a document that consists of a set of standardized questions with a fixed scheme, which specifies the exact wording and order of the questions, for gathering information from respondents. A semi-structured questionnaire is a survey in which the interviewer asks predefined questions while the rest of the questions. The data collected from different organisations and firms in Pakistan. The target population of this study was consisting local organisations and firms. The study was used Random sampling technique, which is the non-probability sampling method. Only entrepreneur or manager of the firm was interviewed through as well-structure and pre-tested questionnaire. Our selected sample is 109 and it is selected through weighted sample method.

2.3. Research design

The Research Design provides the graphical representation, explaining the impact of strategy implementation practices on employee performance in organisation in Pakistan (Employee Performance, Timeliness, Service delivery and Human Resource practices, Staffing,

Remuneration, and Institutional Practices, Organisational Structure, Environmental Factors, Resources, Stakeholder Commitment) and Organisation Culture take place. This study explored for other possible influences as well as the final consequences. The study was mainly depending on one type of primary data was conducted through questionnaire.

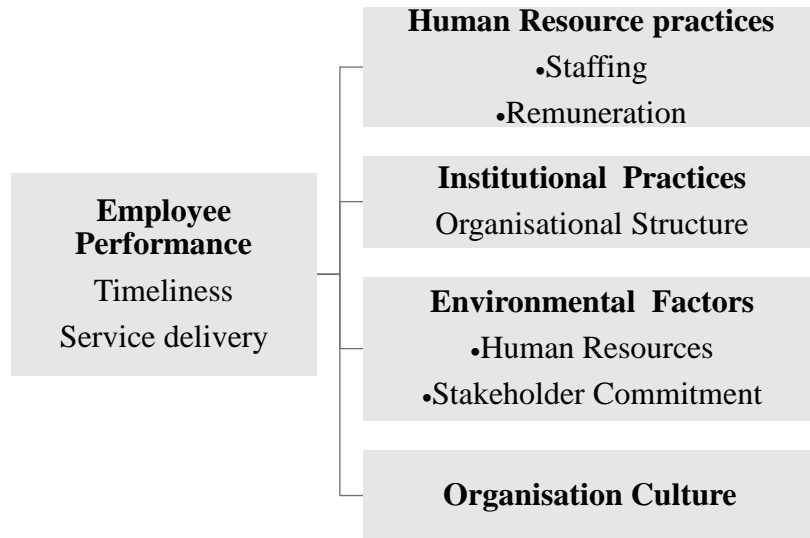


Figure 1. The conceptual framework
Source: Zeeshan Ahmad (2021).

The study survey has two parts closed-ended and open-ended questions, the close ended was used in explanative analysis, descriptive and cross tabulation.

2.4. Variable definition

2.4.1. Employees' performance

Job performance is defined as the total expected value derived from an employee's actions over a specified period of time (Motowidlo, Borman, & Schmidt, 1997). Goal achievement is one of the most essential aspects of employee performance. Employees who achieve deadlines, close sales, and promote the brand through great customer experiences are successful. When employees do not perform well, customers believe the organization is unconcerned about their needs and will seek assistance elsewhere.

2.4.2. Human resource practices

HR practices are the methods by which your human resources department can help your employees build their leadership skills. Building possibilities for promotion for employees is also a part of human resource procedures. A set of universally effective Human Resources Management processes and behaviors is known as best practices. This means that HR should pay attention to both the organization's and employees' needs.

2.4.3. Organizational practices

Employee habits and activities are referred to as organizational practices. Consider your work habits on a daily basis. Organizational Practices exist on the periphery of the Core Culture. Core Culture does not include organizational practices. Rather, they are the actions that translate underlying beliefs into actions. Purpose and clear expectations produce an organizational culture-driven work environment. Employees are motivated and inspired to be more engaged in their job and interactions with others as a result of this. It also results in a high degree of employee involvement, which boosts productivity.

2.4.4. Organizational environmental factors

Why do companies' environments have an impact on them? Let's take a look at two very different companies to address this question: Basic Bolt Company and Terrific Technologies. Bolts are sold by Basic Bolt Company to large manufacturing organizations as components in the production of huge equipment and engines. They live in a largely static habitat with minimal environmental influences that change. There are currently no new competitors in their field, few new technologies being developed, and little to no action from outside parties that could have an impact on the company.

Terrific Technologies, on the other hand, is an internet marketing startup that operates in a dynamic environment characterized by swiftly changing government restrictions, new competitors continuously joining the market, and constantly fluctuating consumer preferences. The organizational environments of these two businesses are vastly different. Organizational environments are made up of forces or institutions that influence the performance, operations, and resources of a company. It encompasses all factors that exist outside the company's walls and have the capacity to effect a section or the entire organization. Government regulatory agencies,

competitors, customers, suppliers, and public pressure are all examples. Managers must have a thorough understanding of the environment in order to effectively manage the organization. Environmental influences are separated into two categories by academics: internal and external environments.

2.4.5. Organisational culture

Shared values, beliefs, and assumptions about how people should behave and interact, how decisions should be made, and how work tasks should be carried out make up organizational culture. The history of an organization is one of the most important aspects of its culture. Organizational culture aids in the improvement of workflows and the direction of decision-making. It also aids teams in overcoming ambiguity barriers. People who work together with purpose benefit from having a defined culture that unites staff and supports orderly work arrangements.

2.5. Reliability

The degree to which a research instrument provides consistent data results after repeated tests is known as reliability. It's about how the same measurement yields comparable findings (Crano & Brewer, 2014). Due to instrument characteristics, indicator, or measurement design, a reliable pointer provides data that does not contrast. According to L. T. Choy (2014), there are three categories of reliability: stability, representativeness, and equality. The term "stability reliability" refers to whether or not a measure responds consistently across time. It is investigated using test-and-retest methodologies. Representative reliability is concerned with subpopulations and the question of whether a measure provides similar results across different subpopulations.

Equivalence reliability is concerned with many indicators and the topic of whether or not different indicators yield consistent findings. The Cronbach Alpha statistical test, which generally ranges from 0 to 1, was used to assess reliability. The greater the coefficient, the more reliable the scale. Cronbach Alpha coefficients of 0.7 and higher were recognized as a reliable measure (Nunnally, 1978). A pilot study was conducted at one international non-governmental organisation to see if the questionnaire's questions accurately measured the conceptual framework's expected theoretical factors. The clarity of the questionnaire and the amount of time it took to complete it were both

praised by respondents. The questionnaire was modified in light of the results of the pilot test, and a final version was created for usage.

3. RESULTS

3.1. Data and description

Using data from organisations and companies' Manager, Assistant Manager, and Sales Manager, to assess the impact of strategy implementation procedures on employee performance in organisations. This information is gathered through a structured questionnaire to determine the impact of strategy implementation procedures on employee performance in the workplace. This study included 109 different Pakistani organisations. Data was gathered through interviews with the manager, assistant manager, and sales manager. To collect the data, two types of questionnaires were created. This data set contains detailed information on the impact of strategy implementation approaches on organisational personnel performance.

3.2. Model

To measure the impact of strategy implementation practices on employee performance in organisation the following equation is used,

$$Y = \alpha_0 + \beta_1 HRP + \beta_2 IP + \beta_3 EF + \beta_4 OC + e \text{----- (i)}$$

Were,

Y = Employee performance

$\beta_1 HRP$ = Human Resource Practice

$\beta_2 IP$ = Institutional Practices

$\beta_3 EF$ = Environmental Factors

$\beta_4 OC$ = Organisation Culture

e = error term

3.3. Variables

This study examined a variety of variables to investigate the impact of strategy implementation procedures on employee performance in an organisation. The dependent variable is one of these

variables. Independent variables and employee performance Environmental Factors, Human Resource Practices, and Institutional Practices.

3.4. Definition of variables

This section includes a list of factors that were used to determine the impact of strategy implementation procedures on employee performance in the organisation.

3.5. Dependent variable employees' performance

Employee performance is defined as how well a person performs their job responsibilities and completes their assigned tasks. It refers to the output's efficacy, quality, and efficiency. Performance is also a factor in determining how valuable an employee is to the company.

3.6. Independent variables

Every organisation strives to achieve its stated objectives, mandate, and raison d'être. The term "organisational performance" relates to how well an organisation achieves its goals, which is crucial to its long-term success and viability. The effectiveness of an organisation in achieving its strategic objectives is mainly determined by how it implements its strategic plan. The primary goal of this research was to see how strategy implementation strategies affected employee performance (Timbomei & Bett 2019).

3.7. Human resource practice

HR practices are the methods by which your human resources department can help your employees build their leadership skills. This is accomplished by creating elaborate training courses and motivational programmes, such as creating procedures to guide and support management in conducting continuing performance reviews.

3.8. Institutional practices

Racism and sexism are two instances of institutional behaviours that lead to discrimination against people because of their race or gender. An organisation is a collection of individuals who come together to work toward a similar purpose and are directed by a person or a group of people. An institution is a type of organisation that is established for a specific educational, religious, social, or professional purpose. The traditional government organisation is the focus of this book. Describes the roles and responsibilities of bureaucracies and departments. Constitutional provisions, administrative and common law, and court decisions are all considered.

3.9. Environmental factors

External elements that influence the company include customers, competition, the economy, technology, political and social conditions, and resources. Even if the external environment is external to the organisation, it can have a substantial impact on its current operations, growth, and long-term viability.

3.10. Organisation culture

Organisational culture is a set of common assumptions, values, and ideas that guide how employees behave in the workplace. These shared values have a significant impact on employees, dictating how they dress, act, and do their jobs. Every organisation creates and maintains its own culture, which establishes and maintains standards and boundaries for its members' behaviour. Let's look at the components that make up an organisation's culture.

3.11. Descriptive statistic

In survey questionnaire data analysis, the participants' individual characteristics and unique appearances play a significant influence. (Robson, 2002) coined the term "profile analysis" and proposed that, prior to the actual survey analysis, a detailed description of the participants' characteristics could improve the presentation of the collected data. The practice of compiling, summarising, and presenting data in a useful and practical manner is referred to as descriptive statistical analysis (Keller, 2003). A detailed summary of the participants' unique traits is provided

in the next section. The researcher used the SPSS programme to obtain all these results, as previously mentioned. It is a very sophisticated software, like all other statistical applications, in which data is entered into the programme and then commands are given to obtain the results.

Table 1: Respondent religion

	Frequency	Percent
Islam	105	96.3%
Other	4	3.7%
Total	109	100

The descriptive data of the study are shown in percentages in the table. The Percent column shows the percentage of all observations that fall into that category. And there was a total of 109 respondents. There are 96.3% responded was Muslim and 3.7% responded was belong from other religion.

Table 2: Respondent gender

	Frequency	Percent
Male	94	86.2%
Female	13	11.9%
Prefer not to say	2	1.8%
Total	109	100

The descriptive data of the study are shown in percentages in the table. The Percent column shows the percentage of all observations that fall into that category. And there was a total of 109 respondents. There are 86.2% responded was male and 11.9% responded was female and 1.8% responded was not preferring to say.

Table 3: Respondent age group

	Frequency	Percent
18-25	30	27.5%
26-35	60	55.0%
36-45	17	15.6%
46-55	2	1.8%
Total	109	100

The descriptive data of the study are shown in percentages in the table. The Percent column shows the percentage of all observations that fall into that category. And there was a total of 109 respondents. There are 2.7.5% responded was 18-25 age group and 55% responded was 26-35 age group and 15.6% responded was 36-45 age group and 1.8% responded was 46-55 age group.

Table 4: Respondent education status

	Frequency	Percent
Primary	2	1.8%
High	9	8.3%
Graduate	98	89.9%
Total	109	100

The descriptive data of the study are shown in percentages in the table. The Percent column shows the percentage of all observations that fall into that category. And there was a total of 109 respondents. There are significantly 89.9% responded was graduated and 8.3% responded was high school education and 1.8% responded was primary level school education.

Table 5: Respondent monthly average income

	Frequency	Percent
Below 50,000	49	46.7%
Above 50,000	38	36.2%
Above 100,000	18	17.1%
Total	105	100

The descriptive data of the study are shown in percentages in the table. The Percent column shows the percentage of all observations that fall into that category. And there was a total of 105 respondents. There are 46.7% responded was below 50 thousand monthly income and 36.2% responded monthly income above 50 thousand to one Lakh and 17.1% responded was above from one Lakh.

Table 6: Respondent province

	Frequency	Percent
Punjab	75	69.4%
Sindh	29	26.9%
Baluchistan	2	1.9%
Islamabad	2	1.9%
Total	108	100

The descriptive data of the study are shown in percentages in the table. The Percent column shows the percentage of all observations that fall into that category. And there was a total of 108 respondents. There are 69% responded was belong from Punjab province and 26.9% responded was belong from Sindh province and other from belong from Baluchistan province and Islamabad capital.

3.12. Reliability analysis

The qualities of measuring scales and the items that make up the scales can be studied using reliability analysis. The Reliability Analysis process produces various commonly used scale reliability measures and offers data on the correlations between individual scale items. Inter-rater reliability estimates can be calculated using intra-class correlation coefficients.

Table 7: Reliability statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.880	.882	5

The Dependability Statistics (Table 7) shows the result for Cronbach alpha, which in this case is .880, indicating the measuring instrument's strong reliability. Furthermore, it suggests a high level of internal consistency for the sample in question.

Table 8: Item total statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Employee Performance	7.9063	16.826	.128	.931
Human Resource Practices	7.1719	12.191	.789	.836
Institutional Practices	7.6563	13.692	.834	.833
Environmental Factors	7.6563	13.692	.834	.833
Organisation Culture	7.2031	10.777	.876	.814

Cronbach's alpha at $0.9 \leq \alpha$ is Excellent, at $0.8 \leq \alpha < 0.90$ is Good at $0.70 \leq \alpha < 0.80$ is Acceptable, at $0.60 \leq \alpha < 0.70$ is Questionable, at $0.5 \leq \alpha < 0.60$ is Poor, at $\alpha < 0.50$ is Unacceptable.

Source: Elaborated by the authors

Table 8 "Item Total Statistics" shows the Cronbach Alpha results if an item is deleted. It is a reliability metric used to identify the "Item" that, if removed, would improve the measuring instrument's overall reliability. Cronbach's Alpha is the most accurate measure of dependability scale in this study (Field et al. 2010). The alpha value must be more than 0.60, which is within an acceptable range. (S. T. Hajjar) (2018).

The item-total statistics in table 8 illustrate a construct's statement-wise efficiency. It is critical to determine whether all assertions accurately measure a factor. As a result, item-by-item data are calculated. The lowest corrected data for Employee Performance are .128 in the table above, which may have contributed to the total dependability being reduced. The .931 score for 'Cronbach alpha value if item deleted' confirms this. The general guideline is that any statement with a 'Cronbach alpha value if item deleted' greater than the overall Cronbach alpha value should be removed. As a result, increasing Cronbach's alpha value of reliability is a viable option.

3.13. Correlation

To assess for multi-collinearity among the variables under investigation, a correlation analysis was suggested in the literature. In a Multiple Regression Model, multi-collinearity refers to a situation in which two or more than six independent variables are highly linearly connected (Ordinary Least Square). The data has high or significant multi-collinearity if the inter-relationship between six independent variables is larger than 0.09. This type of analysis determines how closely the two regressors move together. The Pearson Correlation Coefficient (PCC) is a sign test for the nature of a relationship, and its coefficients compute the strength of the association between the pairs of correlations. The Pearson Correlation Test Coefficient results are presented in the following table.

Table 9: Correlation matrix

Variables	Employee Performance	Human Resource practices	Institutional Practices	Environmental Factors	Organisation Culture
Employee Performance	1.000	.317	.295	.295	.298
Human Resource Practices	.317	1.000	.649	.649	.905
Institutional Practices	.295	.649	1.000	1.000	.789
Environmental Factors	.295	.649	1.000	1.000	.789
Organisation Culture	.298	.905	.789	.789	1.000

Source: Elaborated by the authors

Perfect: If the value is near ± 1 , then it said to be a perfect correlation: as one variable increases, the other variable tends to also increase (if positive) or decrease (if negative).

High degree: If the coefficient value lies between ± 0.50 and ± 1 , then it is said to be a strong correlation.

Employee Performance, Human Resource Practices, Institutional Practices, Environmental Factors, and Organisation Culture are all positively associated, according to the correlation matrix analysis, but if the coefficient value is between 0.50 and 1, it is considered a significant association.

3.14. Regression analysis

Multinomial logistic regression is used to estimate categorical placement or the potential of group inclusion on a dependent variable based on many independent variables. The independent

variables can be dichotomous, continuous (i.e., binary), or a combination of the two (i.e., interval or scale ratio). Multinomial logistic regression is a fundamental extension of binary logistic regression that requires more than two kinds in the dependent or outcome variable. Multinomial logistic regression, like binary logistic regression, determines the likelihood of categorical inclusion using a full probability estimate (Starkweather & Moske 2011).

Table 10: Regression analysis

Variables	Variables Categories	Coef. B	Std. Err.	Wald	Sig.
Human Resource Practices	Strongly Agree	-17.077	1968.52	-0.01	0.093
	Agree	-14.86	1968.52	-0.01	0.094
	Neutral	16.0664	1968.52	0.01	0.993
	Disagree.	18.0226	1968.52	0.01	0.093
	Strongly Disagree	0.87119	0.04309	-2.79	0.005
Institutional Practices	Strongly Agree	104.777	168.387	2.89	0.004
	Agree	34.0075	4027.62	0.01	0.993
	Neutral	0.45473	3420.53	0.90	0.123
	Disagree.	-2.7551	0.9082	-3.03	0.002
	Strongly Disagree	-1.9141	0.78878	-2.43	0.015
Environmental Factors	Strongly Agree	0.16174	0.60533	0.27	0.789
	Agree	213.85	353.246	3.25	0.001
	Neutral	-0.0566	0.64671	-0.09	0.030
	Disagree.	-0.8933	0.57764	-1.55	0.122
	Strongly Disagree	0.31647	0.8184	0.39	0.099
Variables	Variables Categories	Coef. B	Std. Err.	Wald	Sig.
Organisation Culture	Strongly Agree	0.613	0.86707	0.71	0.080
	Agree	0.83367	0.77145	1.08	0.280
	Neutral	-0.098	0.65891	-0.15	0.082
	Disagree.	0.15406	0.62536	0.25	0.005
	Strongly Disagree	0.49485	0.71361	0.69	0.488
R square		33%			

“The ***, **, and * asterisks indicate the level of significance at 1%, 5%, and 10% respectively”.

Source: Elaborated by the authors

Human Resource Practices, Institutional Practices, Environmental Factors, and Organisation Culture from the sample were contacted and discussed statistically significantly connected with dependent variables Employee Performance, as shown in table 10 of the regression results. This study suggests that managers should be aware of their employees' habits and understand diversity to better manage their teams. Furthermore, because strategic management has a cumulative influence on job performance in an organisation, companies have begun to invest heavily in the training and development of their employees to address HRM and team management challenges. Employees who are not paid enough do not always care if they are serving supervisors in the firms' operations, and the same is true for their strategic management policies.

3.15. Results and findings

Data was collected through structured questionnaires from a sample of the respondents from different organisations and firms in Pakistan. Multiple regression analysis was used to test the research hypotheses. The study was used Random sampling technique, which is the non-probability sampling method. Only entrepreneur or manager of the firm was interviewed through as well-structure and pre-tested questionnaire. Our selected sample is 109 and it is selected through weighted sample method. The Research Design provides the graphical representation, explaining the impact of strategy implementation practices on employee performance in organisation in Pakistan (Employee Performance, Timeliness, Service delivery and Human Resource practices, Staffing, Remuneration, and Institutional Practices, Organisational Structure, Environmental Factors, Resources, Stakeholder Commitment) and Organisation Culture take place. This study explored for other possible influences as well as the final consequences. The study was mainly depending on one type of primary data was conducted through questionnaire.

The researcher used the SPSS programme to obtain all these results, as previously mentioned. It is a very sophisticated software, like all other statistical applications, in which data is entered into the programme and then commands are given to obtain the results. There are significantly 96.3% responded was Muslim and they selected Islam as religion and 3.7% responded was belong from other religion. There are significantly 86.2% responded was male and 11.9% responded was female and 1.8% responded was not preferring to say. There are 2.7.5% responded was 18-25 age

group and 55% responded was 26-35 age group and 15.6% responded was 36-45 age group and 1.8% responded was 46-55 age group. There are significantly 89.9% responded was graduated and 8.3% responded was high school education and 1.8% responded was primary level school education. There are 46.7% responded was below 50 thousand monthly income and 36.2% responded monthly income above 50 thousand to one Lakh and 17.1% responded was above from one Lakh.

Item "Total Statistics" shows the Cronbach Alpha results if an item is deleted. It is a reliability metric used to identify the "Item" that, if removed, would improve the measuring instrument's overall reliability. Cronbach's Alpha is the most accurate measure of dependability scale in this study (Field et al. 2010). The alpha value must be more than 0.60, which is within an acceptable range. (S. T. Hajjar) (2018). The item-total statistics in table 8 illustrate a construct's statement-wise efficiency. It is critical to determine whether all assertions accurately measure a factor. As a result, item-by-item data are calculated. The lowest corrected data for Employee Performance are .128 in the table above, which may have contributed to the total dependability being reduced. The .931 score for 'Cronbach alpha value if item deleted' confirms this. The general guideline is that any statement with a 'Cronbach alpha value if item deleted' greater than the overall Cronbach alpha value should be removed. As a result, increasing Cronbach's alpha value of reliability is a viable option.

Human Resource Practices, Institutional Practices, Environmental Factors, and Organisation Culture from the sample were contacted and discussed statistically significantly connected with dependent variables Employee Performance, as shown of the regression results. According to qualitative findings, HR is a separate department which is responsible to induct and find capable people for company, they will initiate different processes for employee improvement as well plus to execute training and development. People hiring, promotions of best capable people and their development is most important part of any company so its responsibility of HR.

In the organisations HR department are very active and responsible to produce services and hiring employees and to make strategic plans to ensure the right people are hired and trained for the right job at the right time. It helps to aligns the work force with company goals and motivate them to take ownership of the business. The most important factor is employee development and feedback and evaluate the follow up on the effectiveness of performance view. The employee grievance handling is the most important part and effective communication, and best example are in the

pandemic where HR did effective communication provide all care to the employees execute session for prevention and took care of every employee who is affected with Covid 19. HR is a separate department which is responsible to induct and find capable people for company, they will initiate different processes for employee improvement as well plus to execute training and development. Employee always feels comfortable to hear by the HRM & by the passage of time its proven HRM brought; some excited & human friendly policy, which gives sense of care to employee.

The HRM function is ideally located in the theoretical center of the firm, with access to all areas of the business, productivity, and worker development at all levels. Function also needs specialized expertise such as compensation and recruitment responsibilities. Every aspect of the business revolves around people. Organisations can be more lucrative, lead more effectively, build brand loyalty, and accomplish better work through managing people. HR is a valuable corporate asset, and the way it is used through HRM and to create success through people determines the organisation's performance. The top management always wants to facilitate their employee to keep motivate and loyal so that they perform well, and maximum contribute to success so HRM always the integral part and top management always do respect their decision with mutual discussion for employee benefits and safety and health. Again, it is example that in crucial phase of pandemic HRM took some bold steps for safety and security of employee and top management will accept it open hearted and clearly communicated to all organisation.

A well-planned and best practice budget ensures that human resources receive the necessary funding to support employee programs and initiatives critical to attracting and retaining a skilled workforce. HRM contributes to an organisation's mission, vision, values, and goals when done strategically. Employees may then identify where they fit into the organisation, which helps to develop and clarify their responsibilities. People have a right to be content with their employment, and businesses have a responsibility (and a profit motive) to match employees' skills to their jobs. This role is critical for merging activities, responsibilities, and duties into a single work unit in order to fulfil organisational goals. Most of the performance indicators has two parts one is WHAT & 2nd is HOW here HOW represent the HRM way of doing things, that's why the roles of HRM has impact of overall employee & organisation performance. While dealing with employees FLMS are the representative of HRM team, that's why HRM out come to be included in appraisals.

CONCLUSION

The study examined impact of human resource management, institutional management, and environmental planning on employee performance in an organisation.

HR plays a key role in improving the employee performance by several means, such as reward systems, promotions, bonuses, extra hour payments etc. This study also found that human resource management plays a significant role in controlling the counterproductive work behaviors of employees, as controlling this factor spreads positivity at the work place, which directly influence the performance of the employee.

Institutional practices helps firm to improve its performance by authorizing the right people of doing some exercises and trainings and all these trainings also influence the contextual performance of an employee and their contribution to the overall well-being of the organisation. This research also found out that institutional practices also plays a vital role in improving the task performance of employees by motivating them towards the common goals of their organisations.

Environmental factors such as political, new technological advancements and stable economy positively effects the performance of an employee. A positive culture plays a major role in improving the productivity of an organization such as peaceful work place, plans and polices, facilities and inter-personal relationships with employees. It also helps employees to enhance their adaptive performance which helps them adopt the new changes in an organisation which ultimately help them improve their productivity as well.

In HRM, performance appraisal is the process of determining an employee's worth and contribution to the job. Obtaining an objective assessment of an employee's performance will assist a company in identifying any current workplace issues. This will assist the HR department in rapidly and easily resolving those issues.

This study shows that compliance is essential for any organisation to be successful and legal environment if any employee involved or act as a noncompliant management should take serious action because the impact of Noncompliance can be very costly in terms of money, legal fees, or reputational damage. HR compliance is clearly necessary for every firm to succeed in today's

regulatory environment. HR compliance should be treated as the process of defining the behaviors to ensure organisation applicable law and policies to be followed. The best example of the BBC system that enhanced safety procedure during office time. Because an efficiently functional HRM aids the workforce of an organisation to contribute efficiently and effectively towards the overall achievement of an organisation's goals.

This study suggests that managers should be aware of their employees' habits and understand diversity to better manage their teams. Furthermore, because strategic management has a cumulative influence on job performance in an organisation, companies have begun to invest heavily in the training and development of their employees to address HRM and team management challenges. Employees who are not paid enough do not always care if they are serving supervisors in the firms' operations, and the same is true for their strategic management policies. The role of management is focused on the HR plans implementations, management would be more concerned about business objectives of company. For this purpose, HR team takes time and planning to attract and recruit highly talented employees. The HR team must ensure that personnel are a good match for the organisation and the team in addition to scheduling interviews, screening, and engaging with a huge pool of candidates.

Management can use performance assessments to set compensation guidelines, track employee strengths and weaknesses, identify the best candidates for advancement, and provide feedback for development and encourage participation in training programs. Actually, HRM has taken inspiration from Vision & mission statement of organisation again Vision & mission stated centrally with the consultation of HR person, ultimate goal of the organisation to address customer needs & wants, HRM provide ladder to accomplish them. Human resource concerned is most likely to provide balance between work & pay put on the bases of nature & impact of performance on the business, the periodic evaluation of JDS internal or external fulfil the HR concerns. HRM has play a pivotable role in both ends to uplift the organisation performance to achieve short as well as long term goals of organisation, in addition to keep good care of the employee to perform well. HRM also involve in the shaping of futuristic approaches of organisation, that's the HRM targets has great impact. Most of the performance indicators has two parts one is WHAT & 2nd is HOW here HOW represent the HRM way of doing things, that's why the roles of HRM has impact of overall employee & organisation performance. While dealing with employees FLMS are the representative of HRM team, that's why HRM out come to be included in appraisals.

Human resource policy should correspond with business goals, according to the best fit school. This implies that HR should consider both the demands of the company and the needs of its employees. During hiring employees should clearly know what would be expected from him/her during job. The government of Pakistan management should strive to better the working environment further and that the county strategic plan implementation should be designed and communicated to the implementing personnel in a way that is well understood and motivates them to carry on with their responsibilities towards successful implementation.

The employees should be encouraged to be positive and committed towards the successful strategy implementation through the top-level management show and prove of commitment towards the strategy implementation. All variables that significantly influenced employee performance.

To provide extraordinary opportunities for staff and one of the primary objectives for every HR specialist is to recruit new talent with new skills. Organisational culture helps improve workflows and guides the decision-making process. It also helps teams overcome barriers of ambiguity. People who work together with purpose benefit from having a defined culture that unites staff and supports orderly work arrangements.

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APPDENDICES

Appendix 1: Questionnaire

[Link to original data source](#)

Impact of strategy implementation on employee performance in SMEs of Pakistan

The major aim of this study is to see how strategy implementation practices affect employee performance in a company. The questionnaire should take about 10 minutes to complete. Your participation in this survey by filling out the accompanying questionnaire is greatly appreciated; however, please be aware that all information collected in this survey will be used solely for academic research purposes, and all information submitted will be treated as confidential.

Section A: 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. Monthly average income	6. Province	7. Nationality	8. District
1. Below 20,000	1. Punjab	1. Pakistani	_____
2. Below 40,000	2. Sindh	2. non-Pakistan	
3. Below 50,000	3. KPK		
4. Above 50,000	4. Baluchistan		

9. Organisation name or type?

10. Working experience in the organisation (Years)

11. Number of employees in the organisation

12. Your position in the organisation

SECTION B

The following are attributes identified with a successful strategic planning process. Please check and tick the attributes you can relate to your company's strategic process.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

Employee performance

14. The organisation motivate employees towards achievement of organisation set goals.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

15. The organisation, supports employees and inspires them towards achieving organisation strategic directions.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree

5. Strongly disagree

16. The leaders communicate to the employees about the organisation's day to day business.

1. Strongly agree

2. Agree

3. Neutral

4. Disagree

5. Strongly disagree

17. The leaders at organisation are innovative and competent in helping the organisation come up with new strategies.

1. Strongly agree

2. Agree

3. Neutral

4. Disagree

5. Strongly disagree

18. The leaders at organisation promote the company in building up shared behavior, vision, mission, norms and values formation among the employees.

1. Strongly agree

2. Agree

3. Neutral

4. Disagree

5. Strongly disagree

19. The leaders at organisation constantly seek the advice of experts/consultants.

1. Strongly agree

2. Agree

3. Neutral

4. Disagree

5. Strongly disagree

Human resource practices

20. The organisation effectively balances division of tasks and responsibilities among the employees in the organisation.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

21. The organisation co-ordinate individual efforts and roles in the organisation.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

22. The organisation has simple layer of reporting which enhances efficiency.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

23. The organisation has many hierarchical levels involved in decision making.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

24. The organisation al allows division of tasks among the various departments to enhance performance.

1. Strongly agree

2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

25. The organisation structure is flexible for quick decision making.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

Institutional practices

26. The organisation clear set policies on how decisions are made.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

27. The organisation has well documented procedures on how employees in the organisation are supposed to operate.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

28. The organisation has clear adopted policies that create conducive environment to support strategic implementation.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

29. The organisation has well set policies and procedures that measures organisation performance i.e., performance contracting.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

30. The organisation has well laid policies on how they intend to benchmark themselves with other water services providers globally.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

Environmental factors

31. The organisation allocates sufficient financial resources for strategic implementation.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

32. The resources allocated are utilized as per the set goals.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

33. The organisation provide for proper utilization of physical resources that are available.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

34. The organisation monitors and audits all the resources allocated resources by the government and other donor agency.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

35. The organisation has well trained human resource to support strategic implementation.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

36. The organisation has adapted information technology in its day-to-day operation.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

Organisation culture

37. The organisation is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

38. The organisation is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

39. The organisation is a very controlled and structured place. Formal procedures generally govern what people do.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

40. The leadership in the organisation is generally considered to exemplify mentoring, facilitating, or nurturing.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

41. The leadership in the organisation is generally considered to exemplify entrepreneurship, innovating, or risk taking.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

42. The leadership in the organisation is generally considered to exemplify an aggressive, results-oriented, no-nonsense focus.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

43. The leadership in the organisation is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

44. The management style in the organisation is characterized by teamwork, consensus, and participation.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

45. The management style in the organisation is characterized by individual risk-taking, innovation, freedom, and uniqueness.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

46. The management style in the organisation is characterized by security of employment, conformity, predictability, and stability in relationships.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

47. The organisation emphasizes human development. High trust, openness, and participation persists.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

48. The organisation emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

49. The organisation emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

50. The organisation defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

51. The organisation defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

52. The organisation defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

SECTION C: OUTCOMES OF STRATEGIC IMPLEMENTATION STRATEGIC IMPLEMENTATION

53. Has led to an improved customer service.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

54. Has led to an increase the volume of water being provided by the company to its clients.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

55. Has led to an improved customer satisfaction in terms of service delivery.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

56. Has led to an expansion of company facilities.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

57. Has led to an increase in the number of clients in terms of service demand.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

58. Has led to efficiency in the internal process.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

59. It has resulted into improvement in procurement procedures.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

Interview Manual

1. How does your company incorporate Human Resource Management into business operation?
2. Why do you think Human Recourse Management has direct involvement in organisation?
3. How your top Management clarify information and values of Human Resource Management throughout the organisation?
4. Why your top management develop punishment system and penalties for noncompliance in Human Resource practices?

5. Why top management actively support Human Resource practices?
6. Why Team/departmental budgets cover Human Resource impact?
7. How organisation mission and vision statements include Human Resource Management concern?
8. How job description specification includes Human Resource concerns?
9. Why Job positions designed to focus exclusively on Human Resource Management aspects of the organisations?
10. Why Recruitment messages include Human Resource behaviour/commitment criteria?
11. How Selecting applicants who are sufficiently aware of Human Resource fill job vacancies?
12. How you take into account there needs of Human Resource issues when training requirement?
13. Why Corporate incorporates Human Resource Management objectives and targets with the performance evaluation system of organisation?
14. How employees know their specific Human Resource Management targets goals and responsibilities?
15. Why human Resource Management training is a priority when compared to other types of company training?
16. Why human Resource Management are assessed and include in performance indicators appraisal and recorded?
17. How to be providing regular feedback to the employees or teams to achieve Human Resource goals or improve their performance?

18. Why did the roles of managers in achieving Human Resource outcomes included in appraisals?

Appendix 2: Frequency Tables

1. Religion				
	Frequency	Percent	Valid Percent	Cumulative Percent
Islam	105	96.3	96.3	96.3
Other	4	3.7	3.7	100.0
Total	109	100.0	100.0	

2. Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	94	86.2	86.2	86.2
Female	13	11.9	11.9	98.2
Prefer not to say	2	1.8	1.8	100.0
Total	109	100.0	100.0	

3. Age Group				
	Frequency	Percent	Valid Percent	Cumulative Percent
18-25	30	27.5	27.5	27.5
26-35	60	55.0	55.0	82.6
36-45	17	15.6	15.6	98.2
46-55	2	1.8	1.8	100.0
Total	109	100.0	100.0	

4. Education Status				
	Frequency	Percent	Valid Percent	Cumulative Percent
Primary	2	1.8	1.8	1.8
High	9	8.3	8.3	10.1
Graduate	98	89.9	89.9	100.0
Total	109	100.0	100.0	

5. Monthly Average Income				
	Frequency	Percent	Valid Percent	Cumulative Percent
Below 50,000	49	45.0	46.7	46.7
Above 50,000	38	34.9	36.2	82.9
Above 100,000	18	16.5	17.1	100.0
Total	105	96.3	100.0	
Missing System	4	3.7		

6. Province				
	Frequency	Percent	Valid Percent	Cumulative Percent
Below 50,000	49	45.0	46.7	46.7
Above 50,000	38	34.9	36.2	82.9
Above 100,000	18	16.5	17.1	100.0
Total	105	96.3	100.0	
Missing System	4	3.7		

7. Nationality				
	Frequency	Percent	Valid Percent	Cumulative Percent
Pakistani	107	98.2	100.0	100.0
Missing System	2	1.8		
Total	109	100.0		

8. District				
	Frequency	Percent	Valid Percent	Cumulative Percent
	6	5.5	5.5	5.5
Bahawalnagar	1	.9	.9	6.4
Chakwal	1	.9	.9	7.3
Dadu	2	1.8	1.8	9.2
Faisalabad	1	.9	.9	10.1
Gujarat	1	.9	.9	11.0
Gujranwala	1	.9	.9	11.9
Gujrat	1	.9	.9	12.8
Hyderabad	1	.9	.9	13.8
HYDERABAD	1	.9	.9	14.7
Hyderabad Sindh	1	.9	.9	15.6
Islamabad	1	.9	.9	16.5
Jhang	4	3.7	3.7	20.2
Jhang Sadar	1	.9	.9	21.1
Jhelum	1	.9	.9	22.0
Karachi	2	1.8	1.8	23.9
Karachi center	1	.9	.9	24.8
Karachi Central	1	.9	.9	25.7
Kashmore	1	.9	.9	26.6
Kasur	2	1.8	1.8	28.4
Lahore	1	.9	.9	29.4
Lahore	37	33.9	33.9	63.3
LAHORE	3	2.8	2.8	66.1
Lahore Cantt	1	.9	.9	67.0
Lahore city	1	.9	.9	67.9
Lahore Punjab	1	.9	.9	68.8
	Frequency	Percent	Valid Percent	Cumulative Percent
Larkana	1	.9	.9	69.7
Larkana	14	12.8	12.8	82.6
Layyah	1	.9	.9	83.5
OKARA	1	.9	.9	84.4
Punjab	5	4.6	4.6	89.0
Quetta	2	1.8	1.8	90.8
Rawalpindi	1	.9	.9	91.7
Sargodha	1	.9	.9	92.7
Sialkot	3	2.8	2.8	95.4

	Frequency	Percent	Valid Percent	Cumulative Percent
Sindh	1	.9	.9	96.3
Sukkur	3	2.8	2.8	99.1
Sukkur Sindh	1	.9	.9	100.0
Total	109	100.0	100.0	

8. District					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rawalpindi	1	.9	.9	91.7
	Sargodha	1	.9	.9	92.7
	Sialkot	3	2.8	2.8	95.4
	Sindh	1	.9	.9	96.3
	Sukkur	3	2.8	2.8	99.1
	Sukkur Sindh	1	.9	.9	100.0
	Total	109	100.0	100.0	

9. Organisation type?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	IT Companies	46	42.2	44.2	44.2
	Pharmaceutical Company	13	11.9	12.5	56.7
	Construction Company	4	3.7	3.8	60.6
	Food & Beverage Company	20	18.3	19.2	79.8
	Educator	21	19.3	20.2	100.0
	Total	104	95.4	100.0	
Missing	System	5	4.6		
Total		109	100.0		

10. Working experience in the organisation (Years)

	Frequency	Percent	Valid Percent	Cumulative Percent
	7	6.4	6.4	6.4
1	1	.9	.9	7.3
5	1	.9	.9	8.3
1	6	5.5	5.5	13.8
1	3	2.8	2.8	16.5
10	2	1.8	1.8	18.3
10	1	.9	.9	19.3
10	1	.9	.9	20.2
12	2	1.8	1.8	22.0
13	2	1.8	1.8	23.9
13	1	.9	.9	24.8
15	2	1.8	1.8	26.6
15	1	.9	.9	27.5
15	1	.9	.9	28.4
16	1	.9	.9	29.4
17	2	1.8	1.8	31.2
18	1	.9	.9	32.1
24	1	.9	.9	33.0
1	1	.9	.9	33.9
2	10	9.2	9.2	43.1
1	1	.9	.9	44.0
2	1	.9	.9	45.0
2	4	3.7	3.7	48.6
3	1	.9	.9	49.5
20	1	.9	.9	50.5
26	1	.9	.9	51.4
2	1	.9	.9	52.3
3	6	5.5	5.5	57.8
3	1	.9	.9	58.7
3	1	.9	.9	59.6
3	2	1.8	1.8	61.5
3.5	1	.9	.9	62.4

Valid

10. Working experience in the organisation (Years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	1	.9	.9	63.3
	4	6	5.5	5.5	68.8
	4	2	1.8	1.8	70.6
	5	1	.9	.9	71.6
	4	1	.9	.9	72.5
	5	7	6.4	6.4	78.9
	5	1	.9	.9	79.8
	5	1	.9	.9	80.7
	6	1	.9	.9	81.7
	6	1	.9	.9	82.6
	6	1	.9	.9	83.5
	7	3	2.8	2.8	86.2
	7	1	.9	.9	87.2
	8	1	.9	.9	88.1
	8	2	1.8	1.8	89.9
	8	1	.9	.9	90.8
	8	1	.9	.9	91.7
	9	1	.9	.9	92.7
	2	1	.9	.9	93.6
	3	1	.9	.9	94.5
	4	1	.9	.9	95.4
	1	1	.9	.9	96.3
	1	1	.9	.9	97.2
1	1	.9	.9	98.2	
1	1	.9	.9	99.1	
2	1	.9	.9	100.0	
Total		109	100.0	100.0	

11. Number of employees in the organisation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 50	56	51.4	52.8	52.8
	Above 50	11	10.1	10.4	63.2
	Above 100	39	35.8	36.8	100.0
	Total	106	97.2	100.0	
Missing	System	3	2.8		
Total		109	100.0		

12. Your position in the organisation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	34	31.2	33.0	33.0
	General Manager	4	3.7	3.9	36.9
	Assistant Manager	19	17.4	18.4	55.3
	Technical & Senior Staff	46	42.2	44.7	100.0
	Total	103	94.5	100.0	
Missing	System	6	5.5		
Total		109	100.0		

13. The organisation motivate employees towards achievement of organisation set goals.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	3.7	3.7	3.7
	Disagree	7	6.4	6.5	10.2
	Neutral	15	13.8	13.9	24.1
	Agree	51	46.8	47.2	71.3
	Strongly Agree	31	28.4	28.7	100.0
	Total	108	99.1	100.0	
Missing	System	1	.9		
Total		109	100.0		

14. The organisation, supports employees and inspires them towards achieving organisation strategic directions.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	6.4	6.5	6.5
	Disagree	7	6.4	6.5	13.0
	Neutral	20	18.3	18.5	31.5
	Agree	40	36.7	37.0	68.5
	Strongly Agree	34	31.2	31.5	100.0
	Total	108	99.1	100.0	
Missing	System	1	.9		
Total		109	100.0		

15. The leaders communicate to the employees about the organisation's day to day business.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.9	.9	.9
	Disagree	7	6.4	6.5	7.4
	Neutral	26	23.9	24.1	31.5
	Agree	48	44.0	44.4	75.9
	Strongly Agree	26	23.9	24.1	100.0
	Total	108	99.1	100.0	
Missing	System	1	.9		
Total		109	100.0		

16. The leaders at organisation are innovative and competent in helping the organisation come up with new strategies.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	5	4.6	4.6	4.6
	Disagree	7	6.4	6.5	11.1
	Neutral	23	21.1	21.3	32.4
	Agree	48	44.0	44.4	76.9
	Strongly Agree	25	22.9	23.1	100.0
	Total	108	99.1	100.0	
Missing	System	1	.9		
Total		109	100.0		

17. The leaders at organisation promote the company in building up shared behavior, vision, mission, norms and values formation among the employees.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	3.7	3.7	3.7
	Disagree	2	1.8	1.9	5.6
	Neutral	30	27.5	28.0	33.6
	Agree	41	37.6	38.3	72.0
	Strongly Agree	30	27.5	28.0	100.0
	Total	107	98.2	100.0	
Missing	System	2	1.8		
Total		109	100.0		

18. The leaders at organisation constantly seek the advice of experts/consultants.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	6	5.5	5.5	5.5
	Disagree	9	8.3	8.3	13.8
	Neutral	30	27.5	27.5	41.3
	Agree	46	42.2	42.2	83.5
	Strongly Agree	18	16.5	16.5	100.0
	Total	109	100.0	100.0	

19. The organisation effectively balances division of tasks and responsibilities among the employees in the organisation.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	3.7	3.8	3.8
	Disagree	14	12.8	13.2	17.0
	Neutral	27	24.8	25.5	42.5
	Agree	37	33.9	34.9	77.4
	Strongly Agree	24	22.0	22.6	100.0
	Total	106	97.2	100.0	
Missing	System	3	2.8		
Total		109	100.0		

20. The organisation co-ordinate individual efforts and roles in the organisation.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	1.8	1.8	1.8
	Strongly Disagree	5	4.6	4.6	6.4
	Disagree	10	9.2	9.2	15.6
	Neutral	25	22.9	22.9	38.5
	Agree	46	42.2	42.2	80.7
	Strongly Agree	21	19.3	19.3	100.0
	Total	109	100.0	100.0	

21. The organisation has simple layer of reporting which enhances efficiency.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.8	2.8	2.8
	Disagree	11	10.1	10.3	13.1
	Neutral	25	22.9	23.4	36.4
	Agree	47	43.1	43.9	80.4
	Strongly Agree	21	19.3	19.6	100.0
	Total	107	98.2	100.0	
Missing	System	2	1.8		
Total		109	100.0		

22. The organisation has many hierarchical levels involved in decision making.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	3	2.8	2.8	2.8
	Strongly Disagree	3	2.8	2.8	5.5
	Disagree	14	12.8	12.8	18.3
	Neutral	19	17.4	17.4	35.8
	Agree	46	42.2	42.2	78.0
	Strongly Agree	24	22.0	22.0	100.0
	Total	109	100.0	100.0	

23. The organisational allows division of tasks among the various departments to enhance performance.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	3.7	3.8	3.8
	Disagree	10	9.2	9.4	13.2
	Neutral	21	19.3	19.8	33.0
	Agree	46	42.2	43.4	76.4
	Strongly Agree	25	22.9	23.6	100.0
	Total	106	97.2	100.0	
Missing	System	3	2.8		
Total		109	100.0		

24. The organisation structure is flexible for quick decision making.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	4.6	4.7	4.7
	Disagree	13	11.9	12.1	16.8
	Neutral	28	25.7	26.2	43.0
	Agree	40	36.7	37.4	80.4
	Strongly Agree	21	19.3	19.6	100.0
	Total	107	98.2	100.0	
Missing	System	2	1.8		
Total		109	100.0		

25. The organisation clear set policies on how decisions are made.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	7.3	7.5	7.5
	Disagree	7	6.4	6.5	14.0
	Neutral	24	22.0	22.4	36.4
	Agree	51	46.8	47.7	84.1
	Strongly Agree	17	15.6	15.9	100.0
	Total	107	98.2	100.0	
Missing	System	2	1.8		
Total		109	100.0		

26. The organisation has well documented procedures on how employees in the organisation are supposed to operate.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	5.5	5.7	5.7
	Disagree	12	11.0	11.3	17.0
	Neutral	26	23.9	24.5	41.5
	Agree	34	31.2	32.1	73.6
	Strongly Agree	28	25.7	26.4	100.0
	Total	106	97.2	100.0	
Missing	System	3	2.8		
Total		109	100.0		

27. The organisation has clear adopted policies that create conducive environment to support strategic implementation.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	5.5	5.6	5.6
	Disagree	10	9.2	9.3	15.0
	Neutral	26	23.9	24.3	39.3
	Agree	42	38.5	39.3	78.5
	Strongly Agree	23	21.1	21.5	100.0
	Total	107	98.2	100.0	
Missing	System	2	1.8		
Total		109	100.0		

28. The organisation has well set policies and procedures that measures organisation performance i.e., performance contracting.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.8	2.8	2.8
	Disagree	8	7.3	7.5	10.4
	Neutral	29	26.6	27.4	37.7
	Agree	45	41.3	42.5	80.2
	Strongly Agree	21	19.3	19.8	100.0
	Total	106	97.2	100.0	
Missing	System	3	2.8		
Total		109	100.0		

29. The organisation has well laid policies on how they intend to benchmark themselves with other water services providers globally.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.8	2.8	2.8
	Disagree	12	11.0	11.2	14.0
	Neutral	32	29.4	29.9	43.9
	Agree	36	33.0	33.6	77.6
	Strongly Agree	24	22.0	22.4	100.0
	Total	107	98.2	100.0	
Missing	System	2	1.8		
Total		109	100.0		

30. The organisation allocates sufficient financial resources for strategic implementation.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	4.6	4.7	4.7
	Disagree	14	12.8	13.2	17.9
	Neutral	26	23.9	24.5	42.5
	Agree	43	39.4	40.6	83.0
	Strongly Agree	18	16.5	17.0	100.0
	Total	106	97.2	100.0	
Missing	System	3	2.8		
Total		109	100.0		

31. The resources allocated are utilized as per the set goals.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	3.7	3.8	3.8
	Disagree	6	5.5	5.7	9.5
	Neutral	27	24.8	25.7	35.2
	Agree	46	42.2	43.8	79.0
	Strongly Agree	22	20.2	21.0	100.0
	Total	105	96.3	100.0	
Missing	System	4	3.7		
Total		109	100.0		

32. The organisation provide for proper utilization of physical resources that are available.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	4.6	4.7	4.7
	Disagree	12	11.0	11.3	16.0
	Neutral	22	20.2	20.8	36.8
	Agree	51	46.8	48.1	84.9
	Strongly Agree	16	14.7	15.1	100.0
	Total	106	97.2	100.0	
Missing	System	3	2.8		
Total		109	100.0		

33. The organisation monitors and audits all the resources allocated resources by the government and other donor agency.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	3.7	3.8	3.8
	Disagree	11	10.1	10.5	14.3
	Neutral	29	26.6	27.6	41.9
	Agree	39	35.8	37.1	79.0
	Strongly Agree	22	20.2	21.0	100.0
	Total	105	96.3	100.0	
Missing	System	4	3.7		
Total		109	100.0		

34. The organisation has well trained human resource to support strategic implementation.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.8	1.9	1.9
	Disagree	9	8.3	8.5	10.4
	Neutral	29	26.6	27.4	37.7
	Agree	40	36.7	37.7	75.5
	Strongly Agree	26	23.9	24.5	100.0
	Total	106	97.2	100.0	
Missing	System	3	2.8		
Total		109	100.0		

35. The organisation has adapted information technology in its day-to-day operation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.8	1.9	1.9
	Disagree	8	7.3	7.6	9.5
	Neutral	18	16.5	17.1	26.7
	Agree	44	40.4	41.9	68.6
	Strongly Agree	33	30.3	31.4	100.0
	Total	105	96.3	100.0	
Missing	System	4	3.7		
Total		109	100.0		

36. The organisation is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	3.7	3.9	3.9
	Disagree	10	9.2	9.7	13.6
	Neutral	26	23.9	25.2	38.8
	Agree	38	34.9	36.9	75.7
	Strongly Agree	25	22.9	24.3	100.0
	Total	103	94.5	100.0	
Missing	System	6	5.5		
Total		109	100.0		

37. The organisation is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.8	2.9	2.9
	Disagree	7	6.4	6.8	9.7
	Neutral	27	24.8	26.2	35.9
	Agree	35	32.1	34.0	69.9
	Strongly Agree	31	28.4	30.1	100.0
	Total	103	94.5	100.0	
Missing	System	6	5.5		
Total		109	100.0		

38. The organisation is a very controlled and structured place. Formal procedures generally govern what people do.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	5.5	5.8	5.8
	Disagree	7	6.4	6.7	12.5
	Neutral	21	19.3	20.2	32.7
	Agree	41	37.6	39.4	72.1
	Strongly Agree	29	26.6	27.9	100.0
	Total	104	95.4	100.0	
Missing	System	5	4.6		
Total		109	100.0		

39. The leadership in the organisation is generally considered to exemplify mentoring, facilitating, or nurturing.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.8	2.9	2.9
	Disagree	7	6.4	6.8	9.7
	Neutral	30	27.5	29.1	38.8
	Agree	38	34.9	36.9	75.7
	Strongly Agree	25	22.9	24.3	100.0
	Total	103	94.5	100.0	
Missing	System	6	5.5		
Total		109	100.0		

40. The leadership in the organisation is generally considered to exemplify entrepreneurship, innovating, or risk taking.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	3.7	3.9	3.9
	Disagree	7	6.4	6.8	10.7
	Neutral	26	23.9	25.2	35.9
	Agree	38	34.9	36.9	72.8
	Strongly Agree	28	25.7	27.2	100.0
	Total	103	94.5	100.0	
Missing	System	6	5.5		
Total		109	100.0		

41. The leadership in the organisation is generally considered to exemplify an aggressive, results-oriented, no-nonsense focus.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.8	1.9	1.9
	Disagree	15	13.8	14.4	16.3
	Neutral	26	23.9	25.0	41.3
	Agree	38	34.9	36.5	77.9
	Strongly Agree	23	21.1	22.1	100.0
	Total	104	95.4	100.0	
Missing	System	5	4.6		
Total		109	100.0		

42. The leadership in the organisation is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.8	1.9	1.9
	Disagree	4	3.7	3.8	5.8
	Neutral	29	26.6	27.9	33.7
	Agree	46	42.2	44.2	77.9
	Strongly Agree	23	21.1	22.1	100.0
	Total	104	95.4	100.0	
Missing	System	5	4.6		
Total		109	100.0		

43. The management style in the organisation is characterized by teamwork, consensus, and participation.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	4.6	4.9	4.9
	Disagree	6	5.5	5.8	10.7
	Neutral	19	17.4	18.4	29.1
	Agree	46	42.2	44.7	73.8
	Strongly Agree	27	24.8	26.2	100.0
	Total	103	94.5	100.0	
Missing	System	6	5.5		
Total		109	100.0		

44. The management style in the organisation is characterized by individual risk-taking, innovation, freedom, and uniqueness.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	3.7	3.9	3.9
	Disagree	12	11.0	11.7	15.5
	Neutral	29	26.6	28.2	43.7
	Agree	36	33.0	35.0	78.6
	Strongly Agree	22	20.2	21.4	100.0
	Total	103	94.5	100.0	
Missing	System	6	5.5		
Total		109	100.0		

45. The management style in the organisation is characterized by security of employment, conformity, predictability, and stability in relationships.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	3.7	3.9	3.9
	Disagree	10	9.2	9.7	13.6
	Neutral	26	23.9	25.2	38.8
	Agree	41	37.6	39.8	78.6
	Strongly Agree	22	20.2	21.4	100.0
	Total	103	94.5	100.0	
Missing	System	6	5.5		
Total		109	100.0		

46. The organisation emphasizes human development. High trust, openness, and participation persists.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	6.4	6.8	6.8
	Disagree	8	7.3	7.8	14.6
	Neutral	24	22.0	23.3	37.9
	Agree	38	34.9	36.9	74.8
	Strongly Agree	26	23.9	25.2	100.0
	Total	103	94.5	100.0	
Missing	System	6	5.5		
Total		109	100.0		

47. The organisation emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	3.7	3.8	3.8
	Disagree	6	5.5	5.8	9.6
	Neutral	23	21.1	22.1	31.7
	Agree	51	46.8	49.0	80.8
	Strongly Agree	20	18.3	19.2	100.0
	Total	104	95.4	100.0	
Missing	System	5	4.6		
Total		109	100.0		

48. The organisation emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.9	1.0	1.0
	Disagree	4	3.7	3.8	4.8
	Neutral	31	28.4	29.5	34.3
	Agree	48	44.0	45.7	80.0
	Strongly Agree	21	19.3	20.0	100.0
	Total	105	96.3	100.0	
Missing	System	4	3.7		
Total		109	100.0		

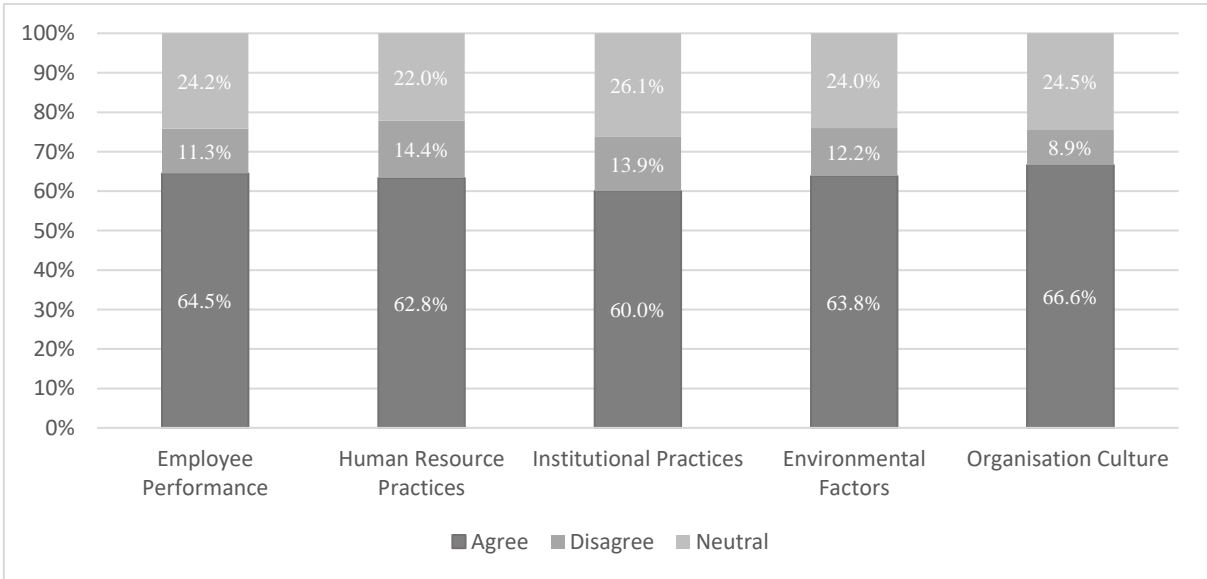
49. The organisation defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.9	1.0	1.0
	Disagree	4	3.7	3.8	4.8
	Neutral	26	23.9	24.8	29.5
	Agree	47	43.1	44.8	74.3
	Strongly Agree	27	24.8	25.7	100.0
	Total	105	96.3	100.0	
Missing	System	4	3.7		
Total		109	100.0		

50. The organisation defines success on the basis of winning in the marketplace and out pacing the competition. Competitive market leadership is key.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.9	1.0	1.0
	Disagree	5	4.6	4.8	5.8
	Neutral	23	21.1	22.1	27.9
	Agree	54	49.5	51.9	79.8
	Strongly Agree	21	19.3	20.2	100.0
	Total	104	95.4	100.0	
Missing	System	5	4.6		
Total		109	100.0		

51. The organisation defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.9	1.0	1.0
	Disagree	3	2.8	2.9	3.8
	Neutral	20	18.3	19.2	23.1
	Agree	54	49.5	51.9	75.0
	Strongly Agree	26	23.9	25.0	100.0
	Total	104	95.4	100.0	
Missing	System	5	4.6		
Total		109	100.0		

Results:

	Employee Performance	Human Resource Practices	Institutional Practices	Environmental Factors	Organisation Culture
Agree	64.5%	62.8%	60.0%	63.8%	66.6%
Disagree	11.3%	14.4%	13.9%	12.2%	8.9%
Neutral	24.2%	22.0%	26.1%	24.0%	24.5%



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