

# IMPACT OF INTERVENTIONS OF HUMAN RESOURCES ON EMPLOYEE COMPETENCY BASED PERFORMANCE IN PAKISTANI ORGANIZATIONS

<sup>1</sup>Ghulam Akbar Khaskheli, <sup>2</sup>Muhammad Hassan Veesar, <sup>3</sup>Qamar Abbas Mangi, <sup>4</sup>Zulfiqar Ali  
Rajper

**Abstract--** The purpose of the study is to find the interventions of human resources on the employee competency-based performance in the organization. The survey research design was adopted. The sample size for the study was 305. Judgmental sampling technique was utilized to conduct this study. Data collection was carried out by a questionnaire adapted from studies. The questionnaire consisted of 7 items demography and 28 items based on the five points Likert scale. Altogether, hypotheses were coherent with the studies conducted earlier and the literature review. This section will further elaborate on the findings of the hypothesis and their significance with the literature review. Results of the study are evident that HR Interventions such as Training & Development, Coaching, Delegation & Empowerment, and Workplace Stress have an impact on Employee Performance. As per findings, the first hypothesis to confirm the influence of Training & Development on Employee Performance is significant. The results of the regression indicate that the predictor Training explains 92% of the variance ( $R^2=0.27$ ,  $p<0.05$ ). Therefore, it is established that Training & Development ( $\beta = 0.292$ ,  $p<0.05$ ) significantly influence Employee Performance. On the bases of literature review and the results of this research carried out it may be ascertained that be it advanced countries or local Pakistani, Public or Private Sectors there is a similarity in the context of job and variables influencing the Employee Performance. To fully understand HR interventions and their impact on Employee Performance it is also important to consider some other elements which are prevailing in the external environment such as poor law and order situation and devastating national economic conditions that may hamper the result of such studies with similar variables.

**Keywords---** Human Resources intervention, competency-based performance

## INTRODUCTION

Every firm's performance is largely dependent on its employee performance. Today, the most successful firms have realized that various factors are contributing to the performance of the organizations, though human resources stand out to be the most critical (Shaukat, Ashraf & Ghafoor, 2015). Despite the nature and size of a firm, the operations it undertakes the context within which it operates and the achievement of its objectives depends on the decision and behavior of its employees. Evaluation of employee performance in the organization is among the reasons to employ human resource practices (Iqbal, Anwar & Haider, 2015).

<sup>1,3</sup> PhD Scholar, Institute of Commerce, Shah Abdul Latif University, Khairpur, Pakistan

<sup>2</sup>Ph.D. Scholar, Sindh University, Jamshoro, Pakistan

<sup>4</sup>Assistant Professor, Department of Commerce, Shaikh Ayaz University, Shikarpur, Pakistan

Each association is always improving its workers' presentation by improving its human resource practices. Oparanma and Nwaeke (2015) recognized that the principle wellspring of the upper hand is human resource practices. Attributable to this, different examinations have been led and demonstrated that there is a positive relationship between different segments of human asset and representative execution, with a large portion of them inferring that proficient human asset rehearses and ideal parts improve the general execution of the association promoting high benefits (Aycan et al., 2000; Tahir et al., 2014). This was true from both the employees and the management point of view. The study recommended the introduction and implementation of several training programs in organizations. Employee participation in activities to be involved in the training can further improve the benefits of the training sessions. The training should be relevant in terms of skills it offers which should be suited to the employee and organizational needs. Each employee should be given an equal opportunity to attend the training sessions (2015). Tahir et al. (2014) conducted a similar study in a bank in Pakistan using the Pearson correlation in the study, technologies for efficient services to their clients and to be a competition. This necessitated they found out that employee performance and training were related.

Despite having many studies in this field, the majority of the researches has been conducted in developed countries. In developing countries like Pakistan, efficient human resource interventions are a recent phenomenon, with very few studies that have been conducted in such economies. Therefore, this study seeks to establish the relationship between various interventions of human resources that are rarely studied yet critical with employee performance in both public and private companies.

## **LITERATURE REVIEW**

This study examined the effect of these interventions on the performance of the employees by carrying out a survey on both private and public organizations in Pakistan using four interventions of human resources. Performance is the achievement of something. In other terms, it is just working effectiveness. Performance is realized in an organization at individuals, processes, and organizational levels, while the interrelationships between the last two define the organization's vantage point (Tahir et al., 2014). The following is a brief introduction and description of human resource management interventions.

### **Training & Development Training**

Training is a practice that enables employees to learn specific skills and knowledge (Tarus, 2014). Human resource is considered the most important asset in an organization. Therefore, on no occasion can one underestimate the key role they play towards achieving the company objectives. It is with this regard that many organizations invest heavily in their employees by providing them with training opportunities. Mohammed Al-Mzary, Al-rifai & Eid AlMomany, (2015) state that how a firm trains its members of staff affects the efficiency of the organization. Various firms use different training practices to enhance the performance of their human resource, leading to improved performance of the firm. Therefore, Mohammed Al-Mzary, Al-rifai & Eid AlMomany, (2015) suggest that training practices are the major factor for an organization's success, hence justifying the evaluation of this practice through research. There are various advantages associated with employee training. Mohammed Al-Mzary, Al-rifai & Eid AlMomany (2015)'s exploration of these merits includes employee commitment, their collective empowerment, and enhancement of human resource satisfaction. New learning theories and using modern methods is an important aspect of training. According to Mishra & Smyth (2015), the success of any training operation depends on successful methods of training. These training methods can attract the attention of human resources, hence enhancing their learning process during training.

### **Development**

Employee development is closely related to training (Zaki Dajani, 2015). The two terminologies go hand in hand in most cases, and most scholars use them interchangeably. However, there is a thin line between the two. While training involves developing skills and knowledge among employees based on job requirements Zaki Dajani (2015) indicates that development is the activity that enables the manpower to learn and grow. Training the top-level employees is regarded as development, also known as executive development. It is a continuous systematic process whereby the management learns to promote their theoretical and conceptual knowledge. In so doing, the individuals become efficient and effective in

performance at their places of work (Tahir et al., 2014). Development extends from a particular task to improving the personality and attitude of the management staff for their overall growth (Harvard Review Business Analytics Services). This form of development helps them to face and tackle future organizational challenges successfully. Therefore, just as Tahir et al. (2014) points out, the practice results in more profitability and “more positive attitudes toward profit orientation.” Similarly, individual employees benefit from development by helping them with better decision-making, effective problem solving, and self-confidence. Since development allows the staff to make better career decisions, the efficiency of the organization increases as well (Tahir, et al., 2014).

### **Coaching**

Coaching is a crucial managerial behavior that firms should enhance to ensure employee development and attain higher performance levels among the workforce. Núñez-Cacho Utrilla, Grande & Lorenzo (2015) refer to coaching as a directed, structured, and constantly guided process of improvement that aims at bringing the workforce closer to the predetermined optimum level of performance for the current function of an individual in the firm. Coaching is one way that human resource management is using to invest in its workforce to develop the skills and implementing techniques that are up to date. It is therefore significant that firms intentionally incorporate coaching culture since doing so potentially moves the entire workforce toward high performance. With the coaching culture, every employee has the opportunity to maximize his or her potential hence performing better (Meyerson & Dewettinck, 2012). A coaching process is a significant tool when it comes to professional development in a company (Núñez-CachoUtrilla, Grande & Lorenzo, 2015). The practice also helps firms to improve their competitive edge through the impact of sales, organizational performance, and increased growth in productivity. These authors advise that organizations should plan effectively throughout the entire coaching process. By so doing, employees become engaged, and as it has been mentioned, the engaged workforce supports the company’s pursuit of excellence.

### **Empowerment**

For a long period, the empowerment of employees has been identified as an integral part of organizational success, with many literatures were written about the immediate correlation between the level of empowerment and performance, job satisfaction, and commitment. According to Meyerson & Dewettinck (2012), employee empowerment allows companies more flexibility and responsiveness, leading to improvement of both organizational and individual performance. On the same note, the empowerment of employees is significant to innovativeness and effectiveness. The researchers add that empowerment of employees has become more necessary in the modern competitive world that is characterized by the prevalence of knowledge and firms are shifting towards decentralized and organic forms of organizational structures (Meyerson & Dewettinck, 2012). Meyerson & Dewettinck (2012) states that globalization is characterized by numerous changes. Due to the globalization era, there is a concern for the empowerment of the workforce so that the workers are in a better position to make quick and informed decisions while quickly responding to the changes that may be presented within their working environment. Any firm that shows commitment to empowering its employees is in a good position to motivate its workforce, hence retaining most of its employees. Nevertheless, this practice is a complex tool of management that requires care in its nurturing and handling. Meyerson & Dewettinck (2012) argue that empowerment works properly when employees’ participation level is increased coupled with their self- determination.

### **Workplace Stress**

In the workplace, stress may derive from different sources. It can be that annoying co-worker, angry customer, demanding boss, or never-ending workload. Other sources include family issues, financial problems, and fear of the unknown. All these are probable sources of workplace stress, commonly referred to as occupational stress (Olusegun, Oluwasayo & Olawoyim, 2014). Occupational stress is a critical problem to organizational managers since the stressors lead to inefficiency, increased employee turnover, absenteeism, and decreased job satisfaction. According to Olusegun, Oluwasayo & Olawoyim (2014), occupation or job stress refers to the physical and mental situation that affects the productivity of the workers, their effectiveness, personal health as well as their quality of their work. It, therefore, comes out clearly that one of the major outcomes associated with occupational stress is its negative impact on organizational

performance, which results from poor employee performance. This is because stressed individuals have a lowered work-life quality, hence their performance as well. Besides, their health is also affected, contributing to this poor performance (Olusegun, Oluwasayo & Olawoyim, 2014). The damaging and costly consequences associated with occupational stress demonstrate that there is a dire need for the managers to tame these stressors in the organization. Any firm that fails to alleviate stress may give a window for their workforce to look elsewhere to find better opportunities (Olusegun, Oluwasayo & Olawoyim, 2014).

### Competency-Based Employee Performance (CBEP)

CBEP is an asset of job- related activities that workers are expected to execute and how well they do them. It is affected by myriad interventions and elements of human resources. This study examines how the aforementioned HR interventions influence the practice of CBEP in Pakistani's private and public organizations.

### CONCEPTUAL FRAMEWORK

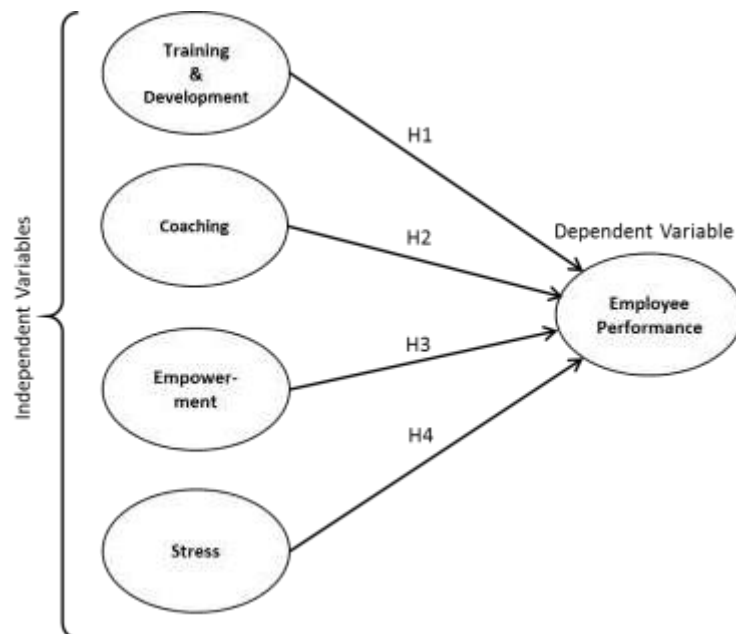


Figure – 1: Conceptual Framework

Impact of HR and Its Interventions on Employee Performance

## **RELATIONSHIP BETWEEN COMPETENCY BASED EMPLOYEE PERFORMANCE AND VARIOUS HR INTERVENTIONS**

### **Role of Training & Development to Enhance Competency Based Employee Performance**

Al-Mzary, Al-Rifai & Al-Momany conducted a study on the impact of training on the performance of employees. Their study focused on the perspective of the employees as opposed to most researches done with a focus on the management. Their study established that there is training impacted positively on employee performance. This was true from both the employees and the management point of view. The study recommended the introduction and implementation of several training programs in organizations. Employee participation in activities to be involved in the training can further improve the benefits of the training sessions. The training should be relevant in terms of skills it offers which should be suited to the employee and organizational needs. Each employee should be given an equal opportunity to attend the training sessions (2015). Tahir et al. (2014) conducted a similar study in a bank in Pakistan using the Pearson correlation in the study, technologies for efficient services to their clients and to be a competition. This necessitated they found out that employee performance and training were related. A sector like banking has been on the receiving end of the fast-changing technology. Banks have had to adapt and adapt to new training the employees on the developments. The study shows that training positively influenced how the employees performed. It was established that training equipped the employees with skills that improved their workmanship and competency levels thus improving their performance. Training equips employees to make better career choices. These meaningful choices ensure they are efficient at their workstations which results in overall improved performance. The development of employees is a more wholesome approach to the continuous growth of the employees. Some scholars use the term to refer to the top levels of the organization. Sims (2002) argues that whereas training is intended for acquiring skills for the job at hand, development looks into the prospects of the employee. This means that developing an employee has far more reaching benefits than on just their present jobs in the organization. The development can project their careers outside their current organizations (quoted from Tahir et al., 2014). The development of employees goes beyond their workplace, includes their physical, mental, and social well-being. Development can be in the form of sponsorships to further education even if the area of study does not relate exactly to their jobs.

Compared to training, development can be said to have more individual benefits than training. Development can facilitate career changes. It is suited to meet individual needs instead of group needs as done in training. It focuses more on education and gaining knowledge and not just skills. Tahir et al. recommend that banks, and organizations at large, adopt training and development to improve their productivity. Knowledge gained through development enables the individual to makes better decisions within and outside the workplace. Better decisions will result in efficiency in delivering their tasks. If such individuals are in managerial positions, they offer better leadership to their teams, and as observed in the earlier sections, good leadership improves performance (Babatunde & Emem, 2015).

H1: Training & Development has a Positive Impact on fostering Employee Performance

### **Influence of Coaching on Competency-Based Employee Performance**

Several studies have been conducted to determine how this independent variable affects employee performance. Utrilla, Grande & Lorenzo in their 2015 study note that coaching as a concept has warranted studies since it is quickly being incorporated into the development of employees. More organizations are now turning to coaches to equip and guide their employees. Professional coaching is a relatively new idea that is catching up fast in the workplace. Utrilla, Grande, and Lorenzo viewed coaching as a skill improvement process done through the cultivation of a relationship between the coach and the individuals being coached. Their study investigated whether this personal improvement guided by coaches influenced the employee performance in their respective organizations (Utrilla, Grande & Lorenzo, 2015). Hutchinson and Purcell (2010) established that about half of coaches agreed to be satisfied with the coaching (as quoted by Utrilla, Grande & Lorenzo, 2015). Coaching in firms is a costly venture and is intended to improve productivity. However, how it is carried out in some organizations makes it difficult to measure its effectiveness in achieving the organizational goals. The study found that detailed planning of coaching could result in its effectiveness. Elaborate and objective coaching develops

employees, which leads to improved performance. The perceptions of participants in the venture, both coaches and the coaches, should be positive to improve the performance. Employees who create a good work relationship with the coach attain a high skill level, both for the job and personal development. They become better in decision-making and overall participation (Utrilla, Grande & Lorenzo, 2015).

H2: Coaching has a Positive Impact on fostering Employee Performance

### **Impact of Delegation & Empowerment on Competency-Based Employee Performance**

Meyerson and Dewettinck investigated the effects of empowerment on the performance of employees. Empowerment gives the employees authority alongside their duties and roles within the organization. This can be achieved through delegation of work and participatory leadership. The study conducted in a Telecommunication company established that the empowerment of employees improved their performance. The most effective form as they established was delegation and rewards. When duties are delegated to the employees, they 'become more powerful' and responsible. The sense of having the responsibility of the greater good and overall outcome motivates and results in improved performance. Through delegation and knowledge of expected rewards on a good performance, employees accept the tasks without grumbling and perform them with more competence (Meyerson and Dewettinck, 2012). Having established the positive relationship between employee performance, Meyerson and Dewettinck offer workable suggestions to organizations in light of improving performance. In the recommendations, it is clear that employee empowerment should be cultivated as an organizational culture to attract prospective workers and retain high performing ones. In delegation, employees responsible should be briefed on the task, which should match their knowledge and skills to avoid strain, and stress, which studies have established to lower performance (Olusegun, Oluwasayo & Olawoyim, 2014). Meyerson and Dewettinck suggest that the required results should be elaborated on to the employees. The supervision on delegated tasks should then focus more on the results, instead of the methods used which may not be in tandem with what the supervisor is used to. Too much control will destroy the essence of empowerment and result in underperformance (Meyerson & Dewettinck, 2012).

H3: Empowerment has a Positive Impact on Employee Performance

### **Workplace Stress and its impact on Competency-Based Employee Performance**

Olusegun, Oluwasayo & Olawoyim carried out a study in Nigeria to establish the relationship between stress at work and employee performance, basing their research in health institutions (2014). In essence, employees cannot avoid stress at work. Several factors ranging from individual and work-based create job stress for the employees. Different workplaces elicit different stress levels with higher ones on emotion-relating ones like social work and nursing. Stress can be used gainfully and result in improved performance. However, depending on the nature and course of stress, one may get to a point of burnout. Burnouts are worst-case scenarios in stress management. In such situations, the employee productivity drops significantly. It is often characterized by emotional exhaustion and some employees may take this stress out on their clients and colleagues (Olusegun, Oluwasayo & Olawoyim, 2014). Management of stress in the workplace results in improved performance. This can be done through training on interpersonal skills training that can foster healthy relationships in the organization. These skills also help one identify when their stress levels are getting in the way of their performance and how to deal with it. Analyzing roles and redesigning jobs is another way to manage stress. Work overload and conflicts constitute the most stress. The effect of stress on employee performance emanates from the effects of stress on individuals. Stressed employees may resort to drug and substance abuse, record-high levels of absenteeism and even sleeping at works. This affects their input and productivity at the workplace. Highly stressed individuals who are not properly managed perform dismally at the workplace (Olusegun, Oluwasayo & Olawoyim, 2014).

H4: Workplace Stress has a Negative Impact on Employee Performance

### **RESEARCH DESIGN AND METHODOLOGY**

This research project was guided by the research survey design because it was examining various HR Interventions over a wider range of the population in Pakistani's both private and public institutions. Therefore, the survey research design was

adopted. The sample size for the study was 305. Judgmental sampling technique was utilized to conduct this study. Data collection was carried out by a questionnaire adapted from studies. The questionnaire consisted of 7 items demography and 28 items based on the five points Likert scale. Regression analysis was used to measure the effect of independent variables on the dependent variable. Respondents' Profile as discussed earlier, their search questionnaires were distributed amongst the employees of Public and Private Entities. Summary of Profile of Respondents' is shown here as Table1.

**Table 1**

*Respondents' Profile*

Variables		Number	Percentage
Gender	Male	210	69
	Female	95	31
Age	18 – 25 years	145	48
	26 – 35 years	80	26
	36 – 45 years	50	16
	46 – 55 years	25	8
	Over 55	2	2
Work Experience	Less than 2 years	105	34
	2 – 5 years	95	31
	6 – 10 years	70	23
	Over 10 years	35	12
Education	Primary	-	-
	Secondary	-	-
	Graduation	190	63
	Post-Graduation	115	38
Position	Jr. Management	110	36
	Middle Mgt.	155	51
	Sr. Management	40	13
Department	Sales & Marketing	25	8
	Ops & Facilities	30	10
	Supply & Distr.	35	11

## RESULTS

### Descriptive Statistics

To establish the normality descriptive statistics have been generated and depicted below in Table 2.

**Table 2**

*Descriptive Analysis*

Variables	Mean	Std. Deviation	Skewness	Kurtosis
Training & Development	3.04	1.46	-0.02	-1.99
Coaching	3.07	1.51	-0.11	-1.94
Delegation & Empowerment	3.12	1.40	-0.18	-1.91
Workplace Stress	3.20	1.42	-0.22	-1.91
Employee Performance	2.99	1.50	0.03	-1.99

Table - 2, above shows that Employee Performance (M=2.99, SD=1.50) has highest Skewness (0.03) followed by Training & Development (M=3.04, SD=1.46), Coaching (M=3.07, SD=1.51), Delegation & Empowerment (M=3.12, SD= 1.40), and Workplace Stress (M=3.20, SD=1.42) has lowest Skewness (- 0.22). In contrast, the highest Kurtosis (-1.91) is for Delegation & Empowerment (M=3.12, SD=1.40) and same Kurtosis (-1.91) for Workplace Stress (M=3.20, SD=1.42), followed by Coaching (M=3.07, SD=1.51), and the lowest Kurtosis (-1.99) is for Training & Development (M=3.04, SD=1.46) and Employee Performance (M=2.99, SD=1.50).

### Reliability of the constructs

To analyze the reliability of the construct, the Cronbach's alpha values have been determined and revealed through Table3.

**Table 3**

*Reliability Analysis*

Variables	Cronbach's Alpha	Mean	Std. Deviation
Training & Development	0.99	3.04	1.46
Coaching	0.98	3.07	1.51
Delegation & Empowerment	0.98	3.12	1.40
Workplace Stress	0.98	3.20	1.42
Emp. Performance	0.99	2.99	1.50

Table.3, indicates reliability of Training & Development ( $\alpha=0.99$ , M=3.04, SD=1.46), Employee Performance ( $\alpha=0.99$ , M=2.99, SD=1.50) is highest, followed by Workplace Stress ( $\alpha=0.98$ , M=3.20, SD=1.42), Delegation & Empowerment ( $\alpha=0.98$ , M=3.12, SD=1.40), Development ( $\alpha=0.98$ , M=3.10, SD=1.57), Coaching ( $\alpha=0.98$ , M=3.07, SD=1.51) and lowest reliability with Training ( $\alpha=0.97$ , M=2.98, SD=1.37).

### Exploratory Factor Analysis (EFA)

EFA was applied to disclose the dormant variables and their relationships with the constructs.

The following table comprises the test results.

**Table 4**

*EFA for the constructs*

Variables	Original Items	Kaiser-Meyer Olkin	BarleyTest of Sphericity Square (P<0.05)	Cumulative Chi-Factor loading
Employee Performance	10	0.90	22071.84	28.29 %
Training & Development	8	0.90	22071.84	22.86 %
Coaching	5	0.90	22071.84	14.44 %
Workplace Stress	5	0.90	22071.84	13.94 %



Delegation & Empowerment	5	0.90	22071.84	13.65 %
--------------------------	---	------	----------	---------

Table 4 – Exploratory Factor Analysis was tested on constructs. As shown in the result values (KMO) for all variables are greater than 0.6 therefore all are acceptable (Hair J., Black, Babin, Anderson, & Tatham, 2006). The Barley Test of Sphericity for all the constructs was found to be a significant  $P < 0.05$ .

### Correlation

This analysis is carried out to determine the association between constructs and multicollinearity existence among constructs (Bryman & Bell, 2005). For regression analysis, examining the correlation is a requirement; Bryman further elaborates that the acceptable range of correlation amongst the construct sought to be from 0.20 to 0.90. Therefore, if the correlation between variables is less than 0.20 then the item is assumed to be dropped. Likewise, if the correlation value of two variables is greater than 0.90 then it either needs to be dropped or merged (Bryman & Bell, 2005). The test results are as follows.

**Table 5**

*Summarized Pearson Correlation Results*

Variables	EPP	TDD	COCC	DEE	WSS
Employee Performance (EPP)	1				
Training & Development (TDD)	0.43	1			
Coaching (COCC)	0.22	0.20	1		
Delegation & Empowerment (DEE)	0.40	0.56	0.25	1	
Workplace Stress (WSS)	-0.15	0.06	0.04	0.06	1

Table - 5, depicts that for the construct Delegation & Empowerment ( $M=2.57$ ,  $SD=1.91$ ) the correlation was as high as ( $R=0.56$ ) for Training & Development ( $M=2.54$ ,  $SD=0.97$ ) and Workplace Stress ( $M=2.65$ ,  $SD=0.93$ ) as low as ( $R=0.04$ ) for Delegation & Empowerment ( $M=2.57$ ,  $SD=1.91$ ). **Convergent Validity**

It was important to determine how elements of each construct are related to the theory. Results are given in the following table endorse that the data converges or fulfills the convergent validity requirement.

**Table 6**

*Convergent Validity*

Variables	Mean	Std. Dev.	Reliability	Variance Exp
Employee Performance	2.99	1.50	0.99	93 %
Training & Development	3.04	1.46	0.99	92 %
Coaching	3.07	1.51	0.98	93 %
Workplace Stress	3.20	1.42	0.98	91 %
Delegation & Empowerment	3.12	1.40	0.98	91 %

Table – 6, Employee Performance (Mean=2.00,  $SD=1.50$  and Training & Development (Mean=3.04,  $SD=1.46$ ) both have the highest reliability ( $\alpha=0.99$ ), followed by Coaching (Mean=3.07,  $SD=1.51$ ), Workplace Stress (Mean=3.20,  $SD=1.42$ ), and Delegation & Empowerment (Mean=3.12,  $SD=1.40$ ) all three have reliability ( $\alpha=0.98$ ) each.

Variance explained for Employee Performance and Coaching is the same and highest (VE=0.93) followed by Training & Development (VE=0.92). However, it is the same for both Delegation & Empowerment Coaching and Workplace Stress (VE=0.91%).

#### 4.2.6 Regression Analysis

Results of Regression Analysis are summarized here as under.

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.534 <sup>a</sup>	.286	.276	1.27243

a. Predictors: (Constant), WSS, COCC, TDD, DEE

##### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
Regression		194.161	4	48.540	29.980	.000 <sup>b</sup>
1	Residual	485.724	300	1.619		
Total		679.885	304			

a. Dependent Variable: employee performance

b. Predictors: (Constant), WSS, COCC, TDD, DEE

Dependent Variable: Emp. Performance,  $R^2 = 0.286$ , Adjusted  $R^2 = 0.276$ ,  $F(4,300) = 29.98$ ,  $p < 0.05$

Table 7 – The results of the regression show that all the variables explain about 27% of the variance ( $R^2=0.269$ ). All the  $\beta$  values within the limits, and  $p<0.05$ . This all proves that the identified independent variables have a significant impact on the dependent variable that is Employee Performance as per the explanation of Cohen (1998) as a large impact. As per the above tables results in  $R^2 = 0.286$  depicting that there are many other variables affecting Employee Performance. Since,  $R^2> 0.10$  therefore, it is an unacceptable range and can be considered, though there is ample room for future researchers to further explore the variables influencing Employee Performance.

**DISCUSSION**

Altogether, hypotheses were coherent with the studies conducted earlier and the literature review. This section will further elaborate on the findings of the hypothesis and their significance with the literature review. Results of the study are evident that HR Interventions such as Training & Development, Coaching, Delegation & Empowerment, and Workplace Stress have an impact on Employee Performance.

**Training & Development and Employee Performance**

As per findings, the first hypothesis to confirm the influence of Training & Development on Employee Performance is significant. The results of the regression indicate that the predictor Training explains 92% of the variance ( $R^2=0.27$ ,  $p<0.05$ ). Therefore, it is established that Training & Development ( $\beta = 0.292$ ,  $p<0.05$ ) significantly influence Employee Performance. This is line with the study of measuring the positive impact of Training carried out by Al-Mzary, Al-Rifaiani and Al- Momany (2015) and also substantiated work done by Tahir et al. (2014), where it was discussed that Training is an effective Management development tool that facilitates the employees to gain further knowledge or acquire new skills to further enhance their performance at the workplace. It also reconfirms study carried out by Babatunde & Emem, (2015) and similar to what suggested by Tahir et al. (2014) that Development is an integral part of Management Development that helps them to have a diversified knowledge, skills, and a mindset that may facilitate them to make better decisions that leads to greater performance and productivity.

**Coaching and Employee Performance**

The second hypothesis explains the influence of Coaching on Employee Performance. The results of the regression indicate that predictor Coaching explains 93% of the variance ( $R^2=0.27$ ,  $p<0.05$ ). Therefore, it is established that Coaching ( $\beta=0.120$ ,  $p<0.05$ ) significantly predicts Employee Performance. Utrilla, Grande & Lorenzo (2015) further emphasized what Hutchinson and Purcell (2010) already mentioned in their study about the Coaching that was introduced as a modern instrument for developing employees and soon become one of the most popular methods of improving employee performance at the workplace for superior results at the organizational level.

**Delegation & Empowerment and Employee Performance**

The third hypothesis explains the influence of Delegation & Empowerment on Employee Performance. The results of the regression indicate that the predictor Delegation & Empowerment explains 91% of the variance ( $R^2=0.27$ ,  $p<0.05$ ). Therefore, it is established that Delegation & Empowerment ( $\beta = 0.231$ ,  $p<0.05$ ) predicts Employee Performance. Meyerson and Dewettinck (2012) have already deliberated it after having an extensive study that Delegation & Empowerment is essential for a superior Employee Performance that motivated them to take charge and take decisions to ensure organizational success.

**Workplace Stress and Employee Performance**

The fourth hypothesis explains the influence of Workplace Stress on Employee Performance. The results of the regression indicate that the predictor Workplace Stress explains 91% of the variance ( $R^2=0.27$ ,  $p<0.05$ ). Therefore, it is established that Workplace Stress ( $\beta = -0.196$ ,  $p<0.05$ ) significantly predicts Employee Performance. However, it negatively influences Employee Performance. This has already been reflected by the study carried out in Nigeria by Olusegun, Oluwasayo, and Olawayim (2014) that Workplace Stress negatively influences the psychological behavior of individuals and as a result has damaging impact the Employee Performance.

**LIMITATION AND FUTURE RESEARCH**

There is always room for further improvements so this study has also its limitation and potential for future research. This research study was conducted using a survey questionnaire. Source of primary data was the employees working for local (Pakistani) Public and Private organizations. Since no data was collected from, employees working abroad therefore; there is a slight chance that results might be slightly biased (Buchanan & Bryman, 2009). However, an adequate literature review supports the results of the study being conducted. Besides the variables studies through this research that proves their positive impact on employee performance. It cannot be established that these are only variables that influence employee performance. Therefore, there must be numerous other variables and HR interventions that may have a positive or negative impact on employee performance. To fully understand HR interventions and their impact on Employee Performance it is also important to consider some other elements which are prevailing in the external environment such as poor law and order situation and devastating national economic conditions that may hamper the result of such studies with similar variables.

**CONCLUSION**

The results of research portray adequate proof that the instrument used is also effective in the Pakistani environment besides other environments such as advanced countries where it has already been used. The research also established the relationships amongst Training, Development, Coaching, Delegation & Empowerment, and Workplace Stress with Employee Performance. Results also suggest that besides the examined variables there must be other numerous variables exists which may have an impact on Competency-Based Employee Performance as well. On the bases of literature review and the results of this research carried out it may be ascertained that be it advanced countries or local Pakistani, Public or Private Sectors there is a similarity in the context of job and variables influencing the Employee Performance.

## REFERENCES

- [1] Aycan, Z., Kanungo, R., Mendonca, M., Yu, K., Deller, J., Stahl, G., Kurshid, A. (2000). Impact of culture on human resource management practices: A 10-country comparison. *Applied Psychology*, 49(1), 192-221.
- [2] Gull, S., & Zaidi, A. A. (2012). Impact of Organizational Politics on Employees' Job Satisfaction in the Health Sector of Lahore Pakistan. *INTERDISCIPLINARY JOURNAL OF CONTEMPORARY RESEARCH IN BUSINESS*, 4(2), 156-170. Retrieved from <http://journal-archieves19.webs.com/156-170.pdf>
- [3] Harvard Business Review. (2016). *The Impact of employee engagement on performance*. Retrieved from Harvard Business Review Analytic Services website: [https://hbr.org/resources/pdfs/comm/achievers/hbr\\_achievers\\_report\\_sep13.pdf](https://hbr.org/resources/pdfs/comm/achievers/hbr_achievers_report_sep13.pdf)
- [4] Iqbal, N., Anwar, S., & Haider, N. (2015). Effect of Leadership Style on Employee Performance. *Arabian Journal of Business and Management Review*, 5(5), 1-6. DOI:10.4172/2223-5833.1000146
- [5] Merkin, R. S., & Shah, M. (2014). The impact of sexual harassment on job satisfaction, turnover intentions, and absenteeism: findings from Pakistan compared to the United States. *SpringerPlus*, 3(1), 215. doi:10.1186/2193-1801-3-215
- [6] Meyerson, G., & Dewettinck, B. (2012). Effect of Empowerment on Employees Performance. *Advanced Research in Economic and Management Sciences (AREMS)*, 2, 40-46. Retrieved from <http://universalrg.org/FullText/201272.pdf>
- [7] Mohammed Al-Mzary, M. M., Al-rifai, A. D., & Eid AlMomany, M. O. (2015). Training and its Impact on the Performance of Employees at Jordanian Universities from the Perspective of Employees: The Case of Yarmouk University. *Journal of Education and Practice*, 6(32), 140. Retrieved from <http://files.eric.ed.gov/fulltext/EJ1083504.pdf>
- [8] Núñez-Cacho Utrilla, P., Grande, F. A., & Lorenzo, D. (2015). The effects of coaching in employees and organizational performance: The Spanish Case. *Intangible Capital*, 11(2). doi:10.3926/ic.586
- [9] Olusegun, A.J., Oluwasayo, A.J., & Olawoyim, O. (2014). AN OVERVIEW OF THE EFFECTS OF JOB STRESS ON EMPLOYEES PERFORMANCE IN NIGERIA TERTIARY HOSPITALS. *EKO HOMIKA*, 60(4), 139-154.
- [10] Oparanma, A., & Nwaeke, L. (2015). Impact of Job Rotation on Organizational Performance. *British Journal of Economics, Management & Trade*, 7(3), 183-187. doi:10.9734/bjemt/2015/12051
- [11] Shaukat, M.H., Ashraf, N., & Ghafoor, S. (2015). Impact of Human Resource Management Practices on Employees Performance. *Middle-East Journal of Scientific Research*, 23(2), 329-338. Retrieved from DOI:10.5829/idosi.mejsr.2015.23.02.22117
- [12] Tahir, N., Yousafzai, I.K., Yousafzai, I.K., Jan, D.S., & Hashim, M. (2014). The Impact of Training and Development on Employees Performance and Productivity A case study of United Bank Limited Peshawar City, KPK, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 4(4). doi:10.6007/ijarbss/v4-i4/756
- [13] Tarus, B. K. (2014). Effects of Job Rotation Strategy on High-Performance Workplace, in Lake Victoria North Water Services Board, Kenya. *International Journal of Business and Management*, 9(11). doi:10.5539/ijbm.v9n11p139
- [14] Zaki Dajani\*, M. A. (2015). The Impact of Employee Engagement on Job Performance and Organizational Commitment in the Egyptian Banking Sector. *Journal of Business and Management Sciences*, 3(5), 138-147.