

THE CONSEQUENCES OF PRACTICES OF HRM ON PERFORMANCE OF EMPLOYEE IN PUNJAB POLICE

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ABSTRACT

The current research study explores the association among HRM strategies and the performances of employees in department of Punjab Police. In this research study the size of sample consists of 368 respondents were Sub-Inspectors and assistant Sub-inspectors from the department of Punjab Police in Dera Ghazi Khan (Region). The researcher used a questionnaire to collect data, which was then analyzed using Smart-PLS. The findings revealed that career planning, compensation, job rotation, performance appraisal and development and training all had a positive impact on performance of employee in police department. According to the results, the researcher recommend that policymakers provide the most intensive compensation for staff, maximize career planning, compensation, job rotation, performance appraisal and development and training to progress the performance of Punjab police officers in Pakistan. This research strengthens the current literature on Performance of employee by providing new insights the promotion and Performances of employees’.

Keywords: Job Rotation, Employee Performance, Compensation, Development and training, Performance Appraisal.

1. INTRODUCTION

Human resource management (HRM) is an essential element which focuses in any organization on the effectiveness of management and utilization of the organization's most valuable asset: its employees. HRM involves a range of activities that aim to be a focus for, keep hold of, develop, and motivate employees to achieve the organization's strategic objectives. These activities include career planning, compensation, job rotation, performance appraisal and development and training and HR information systems. In today's fast-paced of business environment, the role of HRM has become increasingly important in ensuring the long-term success of organizations. HRM has evolved from being solely administrative in nature to a strategic function that contributes to the overall business strategy. This shift in focus has led to the development of human capital management (HCM), which encompasses the broader strategic aspects of HRM (Anwar, & Abdullah, 2021).

Effective HRM can provide organizations with a competitive advantage by ensuring that they have the accurate people with the absolute right skills, knowledge, and attitudes in the right roles. HRM also plays a critical role in creating a positive organizational culture that fosters employee engagement, job satisfaction, and productivity. By investing in their employees' development and well-being, organizations can improve their reputation as an employer of choice, which can attract and retain top talent. Human resource management (HRM) in public sector organizations and private organizations can differ in several ways. One of the most significant differences is the organizational structure and culture. Public sector organizations are typically more bureaucratic in nature and have more rigid hierarchies, which can make it

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challenging to implement HRM practices that are more flexible and adaptive to change. In contrast, private organizations are generally more entrepreneurial and innovative, which can facilitate the adoption of more progressive HRM practices (Amjad, et al., 2021).

Another difference is the source of funding. Public sector organizations are funded by taxpayers, which can create unique challenges in terms of budget constraints and accountability. HRM practices in the public sector must be more transparent and accountable than in the private sector, where the focus is on maximizing profits. This can lead to different approaches to HRM, such as more emphasis on equal employment opportunity and diversity and inclusion initiatives in the public sector (Salas-Vallina, et al., 2021).

The nature of work and the workforce can also differ between public and private organizations. Public sector organizations may have a more stable workforce, with less turnover and more tenure, which can affect recruitment and retention strategies. Private organizations, on the other hand, may have a more dynamic workforce, with greater turnover and more demand for skilled labor. This can lead to different approaches to HRM, such as more emphasis on employee development and training in the private sector. Additionally, public sector organizations may have different legal requirements and regulations that impact HRM practices. For example, public sector organizations may have to comply with more stringent labor laws, such as civil service laws, that dictate how employees are hired, promoted, and terminated. Private organizations, on the other hand, may have more flexibility in how they manage their workforce, as long as they comply with basic labor laws and regulations (Rubel, et al., 2021).

Meanwhile, HRM is a critical function in any organization that aims to attract, retain, develop, and motivate its employees to achieve its strategic objectives. As the business environment becomes increasingly complex and competitive, effective HRM can provide organizations with a competitive advantage by ensuring that they have the accurate people with the absolute right skills, knowledge, and attitudes in the right roles. By investing in their employees' development and well-being, organizations can improve their reputation as an employer of choice and attract and retain top talent. HRM practices in public sector organizations and private organizations can differ in several ways, including organizational structure and culture, funding sources, the nature of work and the workforce, and legal requirements and regulations. Understanding these differences is essential for HR professionals working in either sector to develop effective HRM strategies that align with their organization's objectives and values. Performance of employee is critical to the success of any organization. To improve employee performance, organizations can utilize various strategies such as career planning, compensation, job rotation, performance appraisal and development and training (He, Morrison, & Zhang, 2021).

Rotation of Job engages moving member of staffs between different roles within the organization. This can help employees develop a broader range of skills and experience, which can enhance their performance in their current and future roles. Additionally, job rotation can enlarge employees' engagement and satisfaction of job by giving them the best opportunities for development and growth. Compensation is another critical factor that affects employee performance. Adequate compensation, including salary, benefits, and incentives, can inspire employees to execute at their best performance. A well-designed compensation system that aligns with the organization's goals and values can also attract and retain top talent (Muisyo, & Qin, 2021).

Career planning is another important strategy that can improve employee performance. Employees who have a clear understanding of their career path inside the any organization are more likely to be motivated and committed to their work. Career planning can also help identify employees' strengths and weaknesses and develop a plan to improve their skills and knowledge (Hamouche, 2021).

Performance appraisal is an essential process that allows organizations to evaluate employees' performance and provide feedback on areas for improvement. An effective performance appraisal system can help identify employees' strengths and weaknesses and develop a plan for development and training (Alqudah, et al., 2022).

Development and training are critical for improving employee performance. Employees who receive adequate development and training opportunities are more likely to have the skills and knowledge necessary to perform their jobs effectively. Development and training programs can also help employees

develop new skills and prepare for future roles within the organization. In conclusion, career planning, compensation, job rotation, performance appraisal and development and training are all essential strategies for improving performance of employee in an organization. By executing these strategies effectively, organizations can create a positive work environment that fosters employee engagement, job satisfaction, and productivity. Additionally, these strategies can help attract and retain top talent and ensure that the organization has the skills and knowledge necessary to achieve its strategic objectives (Kutieshat, & Farmanesh, 2022).

1.1 Research Gap

Research on the impact of Human Resource Management (HRM) practices on the performance of employees has been widely studied in various sectors. However, there is a gap in the literature on the consequences of HRM practices on the performance of employees in the Punjab Police. Punjab Police is a crucial department that plays a vital role in maintaining law and order in the province. HRM practices have a significant impact on employee performance, and it is essential to investigate this relationship in the context of the Punjab Police. This study will provide insights into the specific HRM practices that are more effective in enhancing employee performance and how these practices can be implemented in the Punjab Police force. Moreover, this study will contribute to bridging the gap in the literature on HRM practices and employee performance in the context of the Punjab Police force.

1.2 Statement of the Problem

The Human Resource Management is a critical issue that has garnered significant attention from society. However, there are still several unanswered questions in this field, such as the specific HRM practices that have the most significant impact on employee performance, the underlying mechanisms through which these practices affect performance, and the interaction between individual differences and HRM practices. Addressing these questions can enhance our understanding of how organizations can design HRM practices to improve performance of employee and contribute to the existing body of knowledge on the factors that drive performance in the workplace. So, it is necessary to evaluate the association among HRM strategies and the performances of employees in the department of Punjab Police in Dera Ghazi Khan (Region) of province of Punjab, Pakistan.

1.3 Research Objectives

The following were the research objectives;

1. To know the association between Performances of employee and job rotation
2. To explore the association between Performances of employee and development and training
3. To know the association between Performances of employee and compensation
4. To highlight the association between Performances of employee and career planning
5. To explore the association between Performances of employee and performance appraisal

1.4 Hypothesis of the Research Study

Following hypotheses:

- H1: There are positive association between Performances of employee and job rotation.
- H2: There are positive association between Performances of employee and development and training.
- H3: There are positive association between Performances of employee and compensation.
- H4: There are positive association between Performances of employee and career planning.
- H5: There is positive association between Performances of employee and performance appraisal.

2. LITERATURE REVIEW

2.1 Relationship between Performance of employee and Job Rotation

Rotation of job is the best practice of shifting individuals within an organization between different positions and responsibilities. Job rotation's major goal is to give employees with a larger range of experiences and abilities, which can progress performance of job and create possibilities for professional growth. The association between job rotation and employee performance is considerable and can have an influence on an organization's overall success (Vrontis, et al., 2022).

Job rotation can positively impact performance of employee in several ways. Firstly, it allows employees to gain a better understanding of the organizations various functions, which can lead to improved decision-making skills. This is because individuals who understand how an organization operates are better

able to make educated decisions that match with the firm's aims and objectives. Additionally, job rotation can help employees develop a more comprehensive perspective of the organization, which can enable them to identify opportunities for improvement and implement more effective solutions. Employment rotation has been shown to boost employee engagement and satisfaction. Employees are more likely to feel challenged and motivated when they have the option to take on diverse responsibilities. This can result in higher work satisfaction and a sense of achievement, which can promote employee engagement. Employees that are more engaged are more likely to put up their best effort and perform at a better level (Vrontis, et al., 2022).

Job rotation can enhance employee skills and knowledge. When employees work in different roles, they are exposed to different types of tasks and responsibilities, which can enable them to develop a more comprehensive set of skills. This can lead to improved job performance and the ability to take on more significant responsibilities within the organization. Additionally, employees who have a broad range of skills are more valuable to the organization, as they can contribute to various functions and roles. Finally, job rotation can improve employee retention. When employees have the opportunity to work in different roles, they are less likely to become bored or complacent in their current position. This improves employee retention by increasing job happiness and fulfillment. Additionally, job rotation can provide employees with opportunities for professional development, which can help them, advance their careers within the organization (Vrontis, et al., 2022).

2.2 Relationship between Performance of employee and Training & Development

Employee development and training have a substantial impact on performance. Giving employees with chances for growth and training can boost job performance, skills, and job satisfaction. Workers who have been sufficiently developed and trained are more likely to have the skills and information required to execute their obligations effectively. This can boost productivity, enhance job quality, and improve decision-making. Moreover, growth and training opportunities can help employees feel appreciated and supported by the firm, leading to improved levels of job satisfaction and motivation at work. Overall, development and training are critical components in improving an organization's personnel performance (Ren, et al., 2022).

2.3 Relationship between Performance of employee and Compensation

In any firm, the link between salary and employee performance is crucial. Employees are motivated to work at their best when they get adequate remuneration, which includes salary, benefits, and incentives. Employees are more likely to be interested and devoted to their work when they believe they are being adequately compensated for their efforts. This boosts productivity, increases job quality, and boosts client happiness. Moreover, salary might have an impact on employee retention. Employees who believe they are being appropriately compensated are less inclined to seek alternative employment possibilities. This increases employee retention while lowering the expenses of acquiring and training new personnel (Ren, et al., 2022).

Inadequate or unjust remuneration, on the other hand, might have a detrimental influence on employee performance. Employees who believe they are not getting appropriately compensated for their efforts may become de-motivated and disengaged. This can result in decreased productivity, worse quality work, and higher absenteeism and turnover. Organizations must have a well-designed pay system that is aligned with the organization's aims and values. This helps guarantee that employees believe they are being appropriately compensated for their efforts and that the firm is concerned about their well-being. Furthermore, firms must assess and adapt their compensation systems on a regular basis to ensure that they stay competitive and satisfy the demands of their employees (Darban, et al., 2022).

The relationship between compensation and performance of employee is critical. Adequate and fair compensation can motivate employees to perform at their best and improve employee retention. In contrast, inadequate or unfair compensation can have a negative impact on performance of employee and lead to decreased productivity and increased turnover. Therefore, organizations must prioritize the development and implementation of a fair and competitive compensation system to enhance performance of employee and achieve organizational success (Darban, et al., 2022).

2.4 Relationship between Performance of employee and Career Planning

The relationship between career planning and performance of employee is significant in any organization. Career planning involves developing a roadmap for an employee's career growth within the organization, which can provide employees with a clear direction for their career progression. When employees have a clear understanding of their career goals and how to achieve them, they are more likely to be engaged and committed to their work. Career planning can also lead to improved performance of employee by providing employees with opportunities for professional development. When employees have a clear roadmap for their career growth, they can identify the skills and knowledge they need to acquire to achieve their career goals. This can lead to improved job performance, increased job satisfaction, and motivation to learn and develop new skills (Elorza, et al., 2022).

Career planning can enhance employee retention. When employees feel that the organization is committed to their professional growth and development, they are more likely to stay with the organization for the long term. This can reduce turnover rates and the costs associated with hiring and training new employees. On the other hand, a lack of career planning can lead to decreased performance of employee and job satisfaction. Employees may feel that they are not being challenged or provided with opportunities for growth and development. This can lead to decreased engagement and motivation, and employees may look for opportunities elsewhere (Elorza, et al., 2022).

It is essential for organizations to develop and implement effective career planning programs to enhance employee performance. This can include identifying career paths within the organization, providing development and training opportunities, and offering mentorship and coaching programs. Additionally, organizations must regularly review and update their career planning programs to ensure that they remain relevant and meet the changing needs of their employees. The relationship between career planning and performance of employee is critical in any organization. Career planning can lead to improved job performance, increased job satisfaction, and enhanced employee retention. On the other hand, a lack of career planning can lead to decreased performance of employee and job satisfaction. Therefore, organizations must prioritize the development and implementation of effective career planning programs to achieve organizational success and enhance employee performance (Papa, et al., 2020).

2.5 Relationship between Performance of employee and Performance Appraisal

The relationship between performance appraisal and performance of employee is a crucial aspect of human resource management in any organization. Performance appraisal is a formal evaluation process that assesses an employee's job performance, identifies areas for improvement, and provides feedback to enhance employee performance. Performance appraisal can positively impact performance of employee by providing employees with feedback on their job performance, which can help them understand their strengths and weaknesses. This feedback can lead to improved job performance, increased job satisfaction, and motivation to improve. Moreover, it helps employees to identify specific areas where they can improve their skills and knowledge, which can lead to professional growth and development (Tensay, & Singh, 2020).

Performance appraisal also provides a basis for reward and recognition, which can motivate employees to perform at their best. Employees who receive positive feedback and recognition for their job performance are more likely to be engaged and committed to their work. In contrast, employees who receive negative feedback or do not receive any feedback may become de-motivated and disengaged, leading to decreased job performance. However, if performance appraisal is not conducted effectively, it can have a negative impact on employee performance. If the appraisal process is perceived as unfair, employees may become de-motivated, disengaged, and resentful. In this case, the performance appraisal process can actually decrease job performance and negatively impact the organization's productivity (Tensay, & Singh, 2020).

Therefore, it is essential for organizations to develop and implement an effective performance appraisal process that aligns with the organization's goals and values. The performance appraisal process should be transparent, fair, and objective, and should provide employees with feedback that is constructive and actionable. In conclusion, the relationship between performance appraisal and performance of

employee is significant in any organization. Performance appraisal can positively impact performance of employee by providing employees with feedback, identifying areas for improvement, and providing a basis for reward and recognition. However, if the appraisal process is not conducted effectively, it can negatively impact employee performance. Therefore, organizations must prioritize the development and implementation of an effective performance appraisal process to achieve organizational success and enhance employee performance (Tensay, & Singh, 2020).

3. RESEARCH METHODOLOGY

3.1 Justification of Framework

Several studies have used Smart PLS SEM to analyze HRM practices, such as training and development, employee motivation, and performance. For example, a study by Raza, and Khan (2022) used Smart PLS SEM to investigate the effects of high-performance HRM practices on employee job satisfaction and intention to quit in the hotel industry. Another study by Song and Wu, (2020) utilized Smart PLS SEM to examine the impact of HRM practices on employee performance in the banking sector. Overall, the use of Smart PLS SEM in HRM research has allowed for a more robust analysis of the relationships between variables and has contributed to advancing our understanding of HRM practices and their impact on employee outcomes.

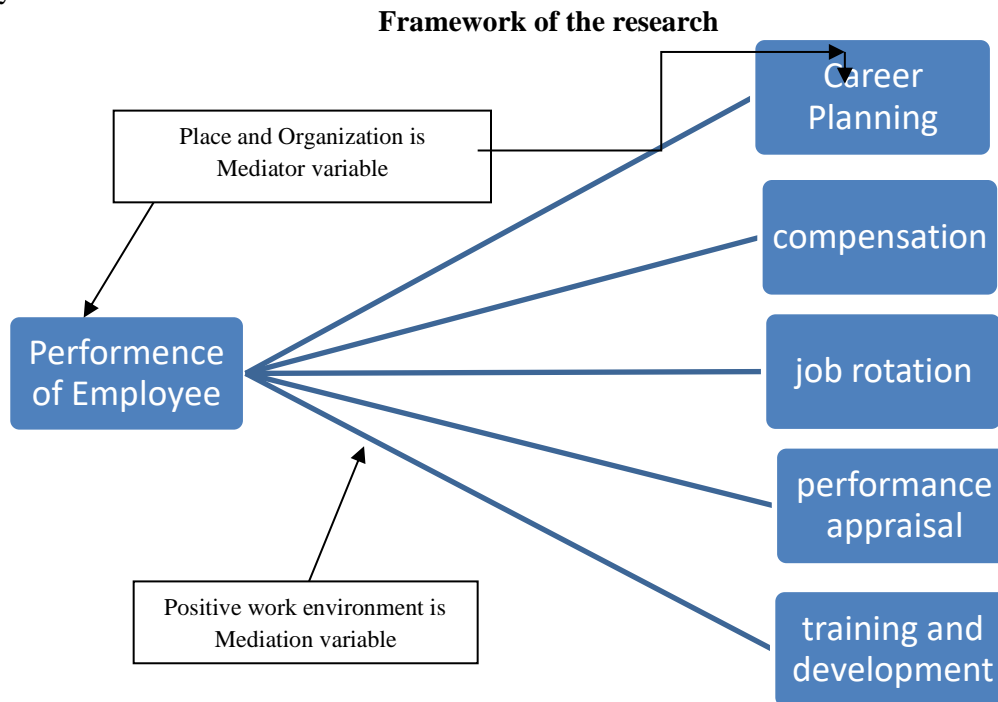


Figure 1: Research Framework

3.2 Population and Sampling

Procedure of collection of data is very necessary part of any research design. In this research study, only inspectors and sub-inspectors of Punjab Polices were included because they have promotions due to their best performances and high qualifications. The population was consisted on Dera Ghazi Khan Region in which, District Dera Ghazi Khan, District Rajanpur, District Muzaffargarh, and District Layyah were included, moreover, The population was consisted on 2025 (480 Sub-inspectors and 1545 Assistant Sub-inspectors) from Punjab Police (Data source: <https://punjabpolice.gov.pk/>). Meanwhile with the help of Krejcie-Morgan table (Krejcie & Morgan, 1970) to highlight the sample size of sample for the research.

3.3 Data Collection

The suitable sample size for this research was 368 but to avoid the missing of data collection the researcher distributed 400 questionnaires among the research respondents randomly for data collection. Meanwhile,

besides of dependent and independent variables there are other mediator and moderator variables respectively. In this, place and organization is mediator variable whereas positive work environment is Mediation variable.

In this present research the Equation Modeling of Smart Partial least Square Structural was used. The questionnaire was based on Smart PLS-SEM. This was based on different covariance and other dependent approaches. PLSSEM is a regression approach that is used to estimate correlations or linkages between structural models (constructs) and measurement models (also known as indicators) at the same time. According to the literature, there are two stages to doing PLS-SEM analysis: measurement model assessment and structural model evaluation. In this investigation, this study used both measurement models and structural models (He, Morrison, & Zhang, 2021).

4. ANALYSIS OF DATA

In the First step of data analysis PLS SEM structural model assessment was used. Many tests are used to evaluate the measurement model inside PLS-SEM. Starting with each constructor's basic correlation of indicators' outer loadings; it establishes the dependability of each individual item. Cranach's alpha and composite reliability are the two methods of internal consistency measurement most frequently employed in PLSSEM (He, Morrison, & Zhang, 2021).

Table 1. Tabulated presentation of Outer Loading

| ITEMS | CM | CP | EP | JR | PA | TD |
|-------|-------|-------|-------|-------|----|----|
| CM1 | 0.821 | | | | | |
| CM2 | 0.867 | | | | | |
| CM3 | 0.813 | | | | | |
| CM4 | 0.842 | | | | | |
| CM5 | 0.859 | | | | | |
| CM6 | 0.848 | | | | | |
| CP1 | | 0.872 | | | | |
| CP2 | | 0.843 | | | | |
| CP3 | | 0.810 | | | | |
| CP4 | | 0.825 | | | | |
| CP5 | | 0.825 | | | | |
| CP6 | | 0.887 | | | | |
| CP7 | | 0.889 | | | | |
| CP8 | | 0.834 | | | | |
| EP1 | | | 0.871 | | | |
| EP2 | | | 0.787 | | | |
| EP3 | | | 0.733 | | | |
| EP4 | | | 0.829 | | | |
| EP5 | | | 0.819 | | | |
| EP6 | | | 0.833 | | | |
| EP7 | | | 0.864 | | | |
| EP8 | | | 0.755 | | | |
| EP9 | | | 0.796 | | | |
| EP10 | | | 0.891 | | | |
| EP11 | | | 0.875 | | | |
| EP12 | | | 0.875 | | | |
| JR1 | | | | 0.864 | | |
| JR2 | | | | 0.835 | | |
| JR3 | | | | 0.846 | | |
| JR4 | | | | 0.897 | | |
| JR5 | | | | 0.867 | | |
| JR6 | | | | 0.834 | | |
| JR7 | | | | 0.891 | | |

| | | | |
|-----|-------|-------|-------|
| JR8 | 0.837 | | |
| JR9 | 0.867 | | |
| PA1 | | 0.897 | |
| PA2 | | 0.965 | |
| PA3 | | 0.856 | |
| PA4 | | 0.791 | |
| PA5 | | 0.869 | |
| TD1 | | | 0.791 |
| TD2 | | | 0.766 |
| TD3 | | | 0.895 |
| TD4 | | | 0.865 |
| TD5 | | | 0.894 |

All scales are good with the following condition based on the results indicated above. Calculating the value of reliability and value of validity is crucial in order to comprehend the significance and value of the respondents' data. Discriminate validity and convergent validity are highly helpful in determining validity. Using the use of Composite Reliability (CR) and Cranach Alpha, the reliability of the constructs is determined in the current study. According to researchers, the composite value of reliability and Cranach Alpha coefficient must both be more than 0.7. As shown in table 2, the value of CR in the current study is more than 0.7. The convergent validity of the present investigation can be proven because AVE was utilized. To prove the convergent validity of the obtained data, the AVE coefficient's value must be more than 0.5.

Table 2. Tabulated presentation of Construct value of Reliability and value of Validity

| Construct | Cranach Alpha | rho_A | Composite Reliability | AVE |
|-----------|---------------|-------|-----------------------|-------|
| CM | 1.928 | 1.929 | 1.946 | 1.768 |
| CP | 1.939 | 1.941 | 1.951 | 1.698 |
| EP | 1.964 | 1.966 | 1.961 | 1.674 |
| JR | 1.948 | 1.951 | 1.958 | 1.689 |
| PA | 1.905 | 1.989 | 1.933 | 1.714 |
| TD | 1.882 | 1.868 | 1.931 | 1.653 |

The degree to which a particular construct differs from other constructs is gauged by its discriminating validity. Fornell and Larcker (1981) indicated that the AVE must be larger than the variance between the variable and other variables in the model when evaluating discriminatory validity. Table 3 below does this analysis.

Table 3. Tabulated presentation of Discriminate Validity

| ITEMS | CM | CP | EP | JR | PA | TD |
|-------|-------|-------|-------|-------|-------|-------|
| CM | 1.852 | | | | | |
| CP | 1.924 | 1.829 | | | | |
| EP | 1.931 | 1.868 | 1.921 | | | |
| JR | 1.921 | 1.852 | 1.832 | 1.829 | | |
| PA | 1.911 | 1.864 | 1.911 | 1.897 | 1.928 | |
| TD | 1.901 | 1.838 | 1.838 | 1.815 | 1.879 | 1.834 |

The structural model assessment is the second stage of the PLSSEM study. Standard bootstrapping techniques will be used with 5000 samples to measure the structural mode, as advised by academics. By measuring the structural model, one may evaluate and determine the importance of the path coefficient, the coefficient of determination R2, the magnitude of all the relationships, and last but not least, the predictive utility of all models.

Table 4. Tabulated presentation of Direct Effect

| | | Original Sample | Sample Mean | Standard Deviation | T Statistics | P Values |
|----|----|-----------------|-------------|--------------------|--------------|----------|
| CM | EP | 1.137 | 1.129 | 1.039 | 3.957 | 0.000 |
| CP | EP | 1.138 | 1.138 | 1.059 | 2.589 | 0.016 |
| JR | EP | 1.259 | 1.319 | 1.201 | 2.907 | 0.006 |
| PA | EP | 1.198 | 1.199 | 1.039 | 5.326 | 0.000 |
| TD | EP | 1.276 | 1.265 | 1.048 | 5.236 | 0.000 |

The direct correlation between the variables is shown in Table 4. P values and t values are computed to ascertain the significance between the variables. If the t-value is more than 1.96 and the P-value is less than 0.05 (5%), we reject the null hypothesis and conclude that there is a significant relationship between the variables. Based on table 4, our findings can be describing as follows. First, there is a correlation between Compensation (CM) and Performance of employee (EP), with a 1% rise in Compensation (CM) resulting in a 0.137% increase in EP. First, there is a relationship between Compensation (CM) and Performance of employee (EP), with an increase in EP of 0.138% for every 1% increase in Compensation (CM).

Third, Job Rotation (JR) has a positive influence on Performance of employee (EP), with a 1% increase in JR enhancing Performance of employee (EP) by 0.259%. It indicates that career development can improve the effectiveness of Punjab police officers. Fourth, Performance Assessment (PA) has a positive influence on Performance of employee (EP), with an increase in Performance Appraisal (PA) of 1% causing an increase in Performance of employee (EP) of 0.198%. It shows that putting performance appraisals on Punjab police officers will increase their performance. Eventually, Development and training (T&D) has an encouraging influence on Performance of employee (EP), with a 1% increase in Development and training (T&D) causing a 0.276% rise in Performance of employee (EP). It implies that the introduction of Development and training (T&D) for Punjab police officers will improve their performance.

Additionally, R-square and Adj. R-square are computed to estimate the influence of the IVs on DV. According to table 7, the independent factors influenced approximately 98.3% of employee performance, with the remainder influenced by additional indicators not included in this study.

Table 5. Tabulated presentation R-Square

| DV | R-Square | Adj. R-Square |
|----|----------|---------------|
| EP | 1.993 | 1.987 |

5. DISCUSSION AND CONCLUSION

Overall, our data show that salary, career planning, job rotation, performance review, and development and training improve the performance of Punjab police officers. An increase in pay is said to drive employees to be more disciplined and perform better. It is consistent with prior research findings. It indicated that remuneration is a motivating factor for employees to enhance their performance. Implementing career planning is quite advantageous to employees since it indirectly leads individuals to grow professionally in their employment. This finding supported prior research that showed that career planning has a positive impact on developing employee potential in a company (Oluigbo & Anyiam, 2014).

The study also discovered that introducing job rotation may improve workers' work experience, which promotes employees' professionalism at work. This is similar with the findings, who found that job rotation improves workers' work experience and improves job performance. According to the study's findings, performance appraisals can drive workers to be more professional and responsible at work. These finding backs with the claims of those performance assessments are a helpful tool for organizations to inspire employee performance. According to the study, development and training have a favorable influence on employee performance development. This finding is consistent with theory and previous study, which discovered that development and training may be used as a technique to increase employee knowledge and skills (Hosseini, et al., 2015).

This study makes a practical contribution to the Punjab Police Organization's policymakers. Based on our results, we urge that Pakistani officials pay more attention to the welfare of Punjab police officers, rewarding them based on their performance. Work rotation can boost employee experience while indirectly increasing Punjab police performance. Aside from that, we feel that performance evaluation, career planning, growth, and training should be enhanced in order to instill discipline and professionalism in the Punjab Police. Additionally, this study contains limitations, such as the fact that respondents were limited to medium and senior officer levels (inspectors and sub-inspectors) in the Punjab police force, whereas higher and lower officer levels were ignored. In order to get better findings, future study should include data from individuals with varying degrees of employment.

Meanwhile, the impact of a mediator on the performance of employees, it can be significant. By having a mediator in place, organizations can create a more collaborative and positive work environment. This can lead to improved communication, reduced conflicts, and increased employee engagement and motivation. Employees are more likely to feel valued and respected when their concerns are heard and addressed through mediation, which can ultimately lead to better job performance.

Mediation can also provide a safe and confidential space for employees to discuss their concerns without fear of retaliation or negative consequences. This can encourage employees to speak up about issues that may be affecting their job performance, such as workplace harassment, discrimination, or other personal issues that may be affecting their work. Furthermore, mediation in human resource management can have a positive impact on the performance of employees by improving communication, reducing conflicts, and creating a more positive work environment that encourages engagement and motivation.

5.1 Recommendations

The findings of such research can help identify the areas of HRM practices that need improvement and create strategies to enhance the overall performance of police personnel. Effective HRM practices can lead to increased employee motivation, job satisfaction, and commitment, resulting in better job performance and productivity. Additionally, improved HRM practices can help address issues related to recruitment, training, and development, which are critical in ensuring that police personnel have the necessary skills and knowledge to perform their duties effectively. Therefore, research-based insights on the impact of HRM practices can assist in developing policies and practices that can improve employee performance and ultimately lead to a more effective and efficient police force in Pakistan.

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