

Awareness of Human Resource Practices among Healthcare Professionals in Healthcare NGOs: An Empirical Investigation

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ABSTRACT

Human Resource practices are essential for attracting, developing, involving, and evaluating employees in healthcare organizations. The effectiveness of these practices depends not only on their implementation but also on the extent to which employees are aware of the policies, procedures, and opportunities provided by their organizations. This study examines healthcare professionals' awareness of Human Resource practices in healthcare non-governmental organizations and evaluates the influence of such awareness on Employee Performance. The study focuses on four dimensions: Recruitment and Selection Awareness, Training and Development Awareness, Employee Engagement Awareness, and Performance Management Awareness. A quantitative, descriptive, and analytical research design was adopted. For learning and illustration purposes, a simulated dataset representing 168 healthcare professionals working in selected healthcare NGOs was used. Data were assumed to have been collected through a structured questionnaire using a five-point Likert scale. Descriptive statistics, Cronbach's Alpha, Pearson correlation, and multiple regression analysis were employed. The simulated findings indicate that respondents possessed moderately high awareness of the selected HR practices. Training and Development Awareness recorded the highest mean, followed by Performance Management Awareness, Employee Engagement Awareness, and Recruitment and Selection Awareness. All four awareness dimensions were positively and significantly related to Employee Performance. Multiple regression analysis revealed that Performance Management Awareness and Training and Development Awareness were the strongest predictors of Employee Performance. Employee Engagement Awareness also produced a significant positive influence, whereas Recruitment and Selection Awareness demonstrated a comparatively weaker but significant effect. The model explained 52 percent of the variation in Employee Performance. The study emphasizes the importance of communicating HR policies clearly and ensuring that healthcare professionals understand recruitment procedures, training opportunities, engagement mechanisms, and performance-management systems.

Keywords: Human Resource Practices, HR Awareness, Healthcare Professionals, Healthcare NGOs, Employee Performance, Employee Engagement.

1. Introduction

Healthcare non-governmental organizations play a significant role in extending healthcare services to vulnerable, underserved, and economically disadvantaged communities. They provide preventive,

curative, rehabilitative, community-based, and awareness-oriented healthcare services through a multidisciplinary workforce comprising doctors, nurses, allied healthcare professionals, counselors, Human Resource personnel, administrative staff, program coordinators, community health workers, and field employees. The effective management of these employees is essential for sustaining healthcare quality and achieving the social objectives of NGOs.

Human Resource Management includes a wide range of organizational policies and practices concerned with attracting, selecting, developing, involving, evaluating, and retaining employees. The mere existence of HR practices, however, does not ensure that employees understand or benefit from them. Employees must be aware of the procedures, opportunities, expectations, and support systems available within the organization. Awareness enables employees to understand how recruitment decisions are made, what development opportunities are available, how they can participate in organizational processes, and how their performance is evaluated.

Recruitment and Selection Awareness refers to employees' understanding of recruitment transparency, job descriptions, merit-based selection, equal employment opportunities, selection criteria, interview procedures, and employee onboarding. Awareness of these practices can strengthen employees' perceptions of organizational fairness and improve confidence in the appointment process.

Training and Development Awareness concerns employees' knowledge of training opportunities, workshops, mentoring, e-learning programs, technical development, professional growth, and training evaluation. Healthcare organizations operate in a continuously changing environment in which employees must update their clinical, technical, interpersonal, and administrative competencies. Employees who are aware of available learning opportunities are more likely to participate in them and apply new knowledge to their work.

Employee Engagement Awareness refers to employees' understanding of organizational mechanisms relating to involvement, recognition, communication, participation, managerial support, feedback, and employee contribution. When employees know how they can participate in decision-making, communicate ideas, obtain support, and receive recognition, they may demonstrate stronger commitment and performance.

Performance Management Awareness represents employees' understanding of performance expectations, key performance indicators, appraisal methods, feedback procedures, recognition, goal setting, career-development links, and performance-improvement processes. Employees who clearly understand how their performance is assessed are better able to align their work behavior with organizational priorities.

Although several studies have investigated the implementation of HR practices and their influence on employee outcomes, limited empirical attention has been given to employees' awareness of HR practices, especially in healthcare NGOs. The present study therefore examines the awareness of selected HR practices among healthcare professionals and determines whether awareness contributes to Employee Performance.

2. Review of Literature

Human Resource practices have been widely recognized as important determinants of employee attitudes, behavior, productivity, and organizational outcomes. Huselid (1995) examined the influence of Human Resource Management practices on employee turnover, productivity, and organizational performance. The study found that well-designed HR systems can improve workforce quality and employee productivity.

Delery and Doty (1996) examined the relationship between strategic Human Resource practices and organizational performance. Their findings indicated that HR systems produce stronger outcomes when they are aligned with organizational strategy and implemented consistently.

Guest (1997) proposed that HR practices influence organizational performance through employee attitudes and behavior. The study emphasized that employee understanding, commitment, and participation are important mechanisms through which HR policies generate results.

Recruitment and selection practices determine the quality and suitability of employees entering an organization. Transparent procedures, clear job descriptions, objective criteria, equal opportunities, and structured interviews enhance employees' perceptions of fairness. Employees who understand these procedures may develop greater confidence in their organization's Human Resource system.

Training and development are especially important in healthcare because employees are required to maintain current knowledge and skills. Training programs improve employees' technical competence, interpersonal effectiveness, problem-solving ability, and readiness to handle new responsibilities. However, employees cannot benefit fully from such programs unless they are aware of the opportunities and understand how to access them.

Saks (2006) examined the antecedents and consequences of employee engagement. The study found that organizational support, recognition, procedural fairness, and job characteristics contributed to stronger engagement. These findings suggest that employees' understanding of engagement practices and organizational support mechanisms may influence their level of involvement and contribution.

Boxall and Macky (2009) observed that high-involvement work practices enhance employee knowledge, motivation, and opportunities for participation. Employee awareness of participation systems and contribution mechanisms is therefore likely to support improved performance.

Performance management provides a structured method for planning, monitoring, reviewing, and improving employee performance. Employees require clear information about performance goals, appraisal standards, feedback mechanisms, recognition criteria, and development opportunities. Lack of awareness may create uncertainty and reduce the effectiveness of the performance-management system.

Patterson et al. (2010) reviewed the relationship between Human Resource practices and performance in healthcare organizations. The review suggested that HR practices can influence employee outcomes and organizational effectiveness through a variety of intermediate mechanisms.

Decramer et al. (2015) examined performance-management systems and highlighted the importance of system clarity, employee participation, feedback, and consistency. The effectiveness of performance management depends partly on whether employees understand the appraisal process and expected performance standards.

Research in healthcare organizations has shown that Human Resource practices such as recruitment, training, communication, employee involvement, recognition, and performance appraisal influence employee attitudes and job performance. Nevertheless, most studies focus on the presence or effectiveness of HR practices rather than employee awareness of them.

The existing literature therefore supports the view that awareness of Human Resource practices may be an important factor in explaining employee performance. Employees who understand HR policies and organizational procedures are more likely to use available resources, participate in organizational programs, and align their behavior with expected performance standards.

3. Research Gap

The review of literature reveals the following research gaps:

- Most existing studies examine the implementation or effectiveness of HR practices rather than employees' awareness of those practices.
- Limited research has been conducted on Human Resource practices in healthcare non-governmental organizations.
- Previous studies have primarily focused on public, private, teaching, or corporate hospitals.
- Many healthcare studies concentrate on doctors or nurses, with limited attention to multidisciplinary employees such as HR personnel, administrators, counselors, allied healthcare workers, program coordinators, and community health workers.
- Limited empirical research has jointly examined Recruitment and Selection Awareness, Training and Development Awareness, Employee Engagement Awareness, and Performance Management Awareness.
- Insufficient evidence is available regarding the influence of HR-practice awareness on Employee Performance in healthcare NGOs.

The present study addresses these gaps by examining four selected HR-practice awareness dimensions and their influence on Employee Performance among healthcare professionals working in healthcare NGOs.

4. Objectives of the Study

1. To assess the overall awareness of Human Resource practices among healthcare professionals working in healthcare NGOs.
2. To examine healthcare professionals' awareness of Recruitment and Selection practices.
3. To assess healthcare professionals' awareness of Training and Development practices.
4. To evaluate healthcare professionals' awareness of Employee Engagement practices.
5. To examine healthcare professionals' awareness of Performance Management practices.
6. To determine the relationship between HR-practice awareness and Employee Performance.
7. To analyze the influence of Recruitment and Selection Awareness, Training and Development Awareness, Employee Engagement Awareness, and Performance Management Awareness on Employee Performance.

5. Hypotheses

Recruitment and Selection Awareness

H₀₁: Recruitment and Selection Awareness does not have a significant effect on Employee Performance among healthcare professionals working in healthcare NGOs.

H₁₁: Recruitment and Selection Awareness has a significant positive effect on Employee Performance among healthcare professionals working in healthcare NGOs.

Training and Development Awareness

H₀₂: Training and Development Awareness does not have a significant effect on Employee Performance among healthcare professionals working in healthcare NGOs.

H₁₂: Training and Development Awareness has a significant positive effect on Employee Performance among healthcare professionals working in healthcare NGOs.

Employee Engagement Awareness

H₀₃: Employee Engagement Awareness does not have a significant effect on Employee Performance among healthcare professionals working in healthcare NGOs.

H₁₃: Employee Engagement Awareness has a significant positive effect on Employee Performance among healthcare professionals working in healthcare NGOs.

Performance Management Awareness

H₀₄: Performance Management Awareness does not have a significant effect on Employee Performance among healthcare professionals working in healthcare NGOs.

H₁₄: Performance Management Awareness has a significant positive effect on Employee Performance among healthcare professionals working in healthcare NGOs.

6. Research Methodology

6.1 Research Design

The study follows a quantitative, descriptive, analytical, and empirical research design. The descriptive component assesses the level of awareness of selected Human Resource practices, while the analytical component examines the relationship between HR-practice awareness and Employee Performance.

The numerical findings reported in this paper are based on a **simulated dataset developed exclusively for learning and methodological illustration.**

6.2 Population of the Study

The population consists of healthcare professionals employed in registered healthcare non-governmental organizations. The target population includes doctors, nurses, allied healthcare professionals, HR employees, administrative personnel, counselors, program coordinators, community health workers, and field staff.

6.3 Sample Size

For illustrative purposes, a simulated sample of **168 healthcare professionals** was considered.

6.4 Sampling Technique

Purposive sampling was assumed for selecting healthcare NGOs and eligible respondents. Healthcare professionals with at least six months of organizational experience were considered eligible because they were expected to possess sufficient exposure to organizational HR practices.

6.5 Data Collection

The study assumes that primary data were collected through a structured questionnaire. The questionnaire consisted of demographic questions and statements measuring the selected HR-practice awareness dimensions and Employee Performance.

The measurement items were assessed using a five-point Likert scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

6.6 Variables and Measurement

Independent Variables

Recruitment and Selection Awareness (RSA)

Recruitment and Selection Awareness refers to employees' understanding of recruitment transparency, job

descriptions, merit-based selection, equal employment opportunity, selection criteria, interview procedures, reference verification, and onboarding practices.

Training and Development Awareness (TDA)

Training and Development Awareness refers to employees' knowledge of training opportunities, workshops, mentoring, e-learning, professional-development programs, technical training, soft-skill development, and training evaluation.

Employee Engagement Awareness (EEA)

Employee Engagement Awareness refers to employees' understanding of organizational practices concerning employee involvement, recognition, communication, participation, managerial support, feedback, idea contribution, and employee-development support.

Performance Management Awareness (PMA)

Performance Management Awareness refers to employees' knowledge of performance expectations, key performance indicators, appraisal procedures, performance feedback, employee recognition, goal setting, career development, and performance-improvement mechanisms.

Dependent Variable

Employee Performance (EP)

Employee Performance refers to the extent to which healthcare professionals complete their duties effectively, achieve expected work targets, maintain service quality, demonstrate initiative, cooperate with coworkers, adapt to organizational requirements, and contribute to organizational objectives.

7. Statistical Tools

The following statistical tools were employed:

1. Frequency and percentage analysis
2. Mean and standard deviation
3. Cronbach's Alpha reliability analysis
4. Pearson correlation analysis
5. Multiple linear regression analysis

8. Results and Discussion

8.1 Demographic Profile of Respondents

Demographic Variable	Category	Frequency	Percent
Gender	Male	89	53.0
	Female	79	47.0
Age	20–30 years	59	35.1
	31–40 years	51	30.4
	41–50 years	37	22.0
	Above 50 years	21	12.5
Education	Diploma	26	15.5
	Graduate	67	39.9
	Postgraduate	64	38.1

Demographic Variable	Category	Frequency	Percent
	Others	11	6.5
Experience	Less than 1 year	23	13.7
	1–3 years	52	31.0
	4–6 years	42	25.0
	More than 6 years	51	30.3
NGO Type	Local	86	51.2
	National	82	48.8

The demographic profile shows that male respondents constituted 53 percent of the sample, while female respondents accounted for 47 percent. The largest age category was 20–30 years, followed by respondents aged 31–40 years.

Graduates represented 39.9 percent of the respondents, while postgraduates accounted for 38.1 percent. Together, graduates and postgraduates formed the majority of the sample. The experience profile included both recently recruited and experienced employees. Respondents from local and national healthcare NGOs were almost equally represented.

8.2 Reliability Analysis

Variable	Number of Items	Cronbach's Alpha	Reliability Status
Recruitment and Selection Awareness	8	0.884	Good
Training and Development Awareness	7	0.913	Excellent
Employee Engagement Awareness	8	0.867	Good
Performance Management Awareness	8	0.908	Excellent
Employee Performance	7	0.891	Good
Overall Instrument	38	0.923	Excellent

Cronbach's Alpha was employed to examine the internal consistency of the measurement scales. The reliability coefficients ranged from 0.867 to 0.913, exceeding the accepted minimum value of 0.70.

Training and Development Awareness recorded the highest reliability coefficient of 0.913, followed by Performance Management Awareness at 0.908. Recruitment and Selection Awareness, Employee Engagement Awareness, and Employee Performance also demonstrated good reliability.

The overall instrument achieved a Cronbach's Alpha value of 0.923, indicating excellent internal consistency. Therefore, the measurement instrument is considered reliable for further analysis.

8.3 Descriptive Statistics

Variable	N	Mean	Standard Deviation	Minimum	Maximum
Recruitment and Selection Awareness	168	3.71	0.68	1.75	5.00
Training and Development Awareness	168	3.94	0.64	1.86	5.00
Employee Engagement Awareness	168	3.78	0.66	1.63	5.00
Performance Management Awareness	168	3.87	0.65	1.75	5.00

Variable	N	Mean	Standard Deviation	Minimum	Maximum
Employee Performance	168	3.91	0.61	2.00	5.00

The descriptive statistics indicate that healthcare professionals possessed a generally positive awareness of the selected HR practices, as all mean values exceeded the neutral midpoint of 3.00.

Training and Development Awareness recorded the highest mean score of 3.94. This finding indicates that respondents were comparatively more aware of training opportunities, workshops, mentoring, e-learning, technical training, and professional-development initiatives provided by their organizations.

Performance Management Awareness recorded the second-highest mean score of 3.87. This result suggests that respondents possessed considerable awareness of performance expectations, appraisal procedures, feedback, key performance indicators, recognition, and performance-improvement systems.

Employee Engagement Awareness obtained a mean score of 3.78. This indicates that respondents were reasonably aware of employee participation, organizational communication, feedback, recognition, managerial support, and opportunities to contribute ideas.

Recruitment and Selection Awareness recorded the lowest mean score of 3.71. Although the score remained above the neutral midpoint, it suggests that awareness of recruitment transparency, job descriptions, interview procedures, objective selection, and onboarding was comparatively lower than awareness of the other HR practices.

Employee Performance recorded a mean score of 3.91, indicating that the respondents generally reported favorable levels of performance.

8.4 Ranking of HR-Practice Awareness

Rank	HR-Practice Awareness Dimension	Mean Score
1	Training and Development Awareness	3.94
2	Performance Management Awareness	3.87
3	Employee Engagement Awareness	3.78
4	Recruitment and Selection Awareness	3.71

The ranking indicates that Training and Development Awareness was the most prominent HR-awareness dimension. Healthcare professionals appeared to be more familiar with learning and development opportunities than with other HR procedures.

Performance Management Awareness ranked second, indicating substantial employee familiarity with evaluation, feedback, goal-setting, and recognition processes.

Employee Engagement Awareness occupied the third position, while Recruitment and Selection Awareness ranked fourth. The comparatively lower rank of Recruitment and Selection Awareness may be due to the fact that employees experience recruitment procedures mainly during entry into the organization.

8.5 Correlation Analysis

Variables	RSA	TDA	EEA	PMA	EP
Recruitment and Selection Awareness	1				
Training and Development Awareness	0.482**	1			
Employee Engagement Awareness	0.436**	0.521**	1		
Performance Management Awareness	0.509**	0.574**	0.536**	1	

Variables	RSA	TDA	EEA	PMA	EP
Employee Performance	0.493**	0.641**	0.552**	0.673**	1

Note: **Correlation is significant at the 0.01 level, two-tailed.

Pearson correlation analysis was conducted to examine the relationship between HR-practice awareness and Employee Performance.

Performance Management Awareness recorded the strongest positive relationship with Employee Performance, with a correlation coefficient of 0.673. This indicates that employees who possess greater awareness of performance expectations, appraisal criteria, feedback systems, and recognition procedures tend to report better performance.

Training and Development Awareness also demonstrated a strong positive relationship with Employee Performance, with a correlation coefficient of 0.641. The finding suggests that employees who understand the learning and development opportunities available within their organizations are more likely to improve their knowledge, skills, and work performance.

Employee Engagement Awareness was positively and significantly related to Employee Performance, with a correlation coefficient of 0.552. The result indicates that employees who understand engagement mechanisms, communication channels, participation opportunities, and recognition systems are more likely to demonstrate higher performance.

Recruitment and Selection Awareness recorded a moderate positive correlation with Employee Performance, with a coefficient of 0.493. Although it was the weakest relationship among the four dimensions, it remained positive and statistically significant.

The correlations among the independent variables ranged from 0.436 to 0.574. Since none of the coefficients exceeded 0.80, the analysis does not indicate severe multicollinearity.

8.6 Multiple Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin–Watson
1	0.721	0.520	0.508	0.429	1.948

The multiple regression analysis was conducted to determine the combined influence of Recruitment and Selection Awareness, Training and Development Awareness, Employee Engagement Awareness, and Performance Management Awareness on Employee Performance.

The multiple correlation coefficient of 0.721 indicates a strong positive relationship between the four awareness dimensions and Employee Performance.

The coefficient of determination of 0.520 indicates that **52 percent of the variation in Employee Performance** is explained by the four HR-practice awareness dimensions. The remaining 48 percent may be attributed to other organizational and individual variables not included in the regression model.

The Adjusted R Square value of 0.508 confirms that the model retains substantial explanatory power after adjusting for the number of independent variables. The standard error of the estimate was 0.429, indicating an acceptable level of prediction error.

The Durbin–Watson value of 1.948 is close to 2.00, suggesting that the residuals are independent and that autocorrelation is not a serious concern.

ANOVA

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.500	4	8.125	44.146	<0.001
Residual	30.000	163	0.184		
Total	62.500	167			

The ANOVA results were used to determine the overall statistical significance of the regression model. The regression sum of squares was 32.500, while the residual sum of squares was 30.000. The model produced an F-value of 44.146 with 4 and 163 degrees of freedom. The significance value was below 0.001, indicating that the regression model is statistically significant. Therefore, Recruitment and Selection Awareness, Training and Development Awareness, Employee Engagement Awareness, and Performance Management Awareness jointly have a significant influence on Employee Performance.

Regression Coefficients

Predictor	Unstandardized B	Standard Error	Standardized Beta	t-value	Sig.
Constant	0.704	0.241	—	2.921	0.004
Recruitment and Selection Awareness	0.092	0.043	0.103	2.140	0.034
Training and Development Awareness	0.232	0.046	0.244	5.043	<0.001
Employee Engagement Awareness	0.118	0.044	0.128	2.682	0.008
Performance Management Awareness	0.291	0.048	0.310	6.063	<0.001

The regression coefficients demonstrate the individual influence of each HR-practice awareness dimension on Employee Performance.

Performance Management Awareness recorded the strongest positive influence on Employee Performance, with an unstandardized coefficient of 0.291 and a standardized Beta coefficient of 0.310. The t-value of 6.063 and significance value below 0.001 confirm that the effect is statistically significant. The finding indicates that a one-unit increase in Performance Management Awareness produces an estimated increase of 0.291 units in Employee Performance, while holding the remaining variables constant.

Training and Development Awareness had the second-strongest influence on Employee Performance. The unstandardized coefficient was 0.232, while the standardized Beta coefficient was 0.244. The t-value of 5.043 and significance value below 0.001 indicate a significant positive effect. This suggests that employees who are more aware of training and development opportunities are likely to demonstrate better work performance.

Employee Engagement Awareness had a significant positive influence on Employee Performance, with an unstandardized coefficient of 0.118 and a standardized Beta coefficient of 0.128. The t-value of 2.682 and

p-value of 0.008 confirm that the effect is statistically significant. The finding suggests that awareness of participation, communication, recognition, managerial support, and employee-contribution mechanisms enhances performance.

Recruitment and Selection Awareness produced the weakest coefficient in the model but remained statistically significant. The unstandardized coefficient was 0.092, while the standardized Beta coefficient was 0.103. The t-value of 2.140 and p-value of 0.034 indicate that Recruitment and Selection Awareness has a positive and significant effect on Employee Performance.

The significant constant value indicates that a baseline level of Employee Performance exists even when the awareness dimensions are held constant.

9. Hypothesis Testing

Hypothesis	Relationship	Statistical Result	Decision
H ₁₁	Recruitment and Selection Awareness → Employee Performance	$\beta = 0.103$; $p = 0.034$	Supported
H ₁₂	Training and Development Awareness → Employee Performance	$\beta = 0.244$; $p < 0.001$	Supported
H ₁₃	Employee Engagement Awareness → Employee Performance	$\beta = 0.128$; $p = 0.008$	Supported
H ₁₄	Performance Management Awareness → Employee Performance	$\beta = 0.310$; $p < 0.001$	Supported

All four alternative hypotheses are supported because the respective significance values are below 0.05. Consequently, the corresponding null hypotheses are rejected.

10. Findings of the Study

The following major findings emerged from the simulated analysis:

1. Healthcare professionals demonstrated a moderately high overall awareness of the selected Human Resource practices.
2. Training and Development Awareness recorded the highest mean score, indicating that respondents were particularly familiar with organizational learning and development opportunities.
3. Performance Management Awareness ranked second and emerged as the strongest predictor of Employee Performance.
4. Employee Engagement Awareness recorded a positive mean score and significantly contributed to Employee Performance.
5. Recruitment and Selection Awareness recorded the lowest mean among the four dimensions but remained above the neutral midpoint.
6. All four HR-practice awareness dimensions were positively and significantly correlated with Employee Performance.
7. Performance Management Awareness demonstrated the strongest correlation with Employee Performance.
8. Training and Development Awareness had the second-strongest relationship with Employee Performance.
9. The regression model explained 52 percent of the variation in Employee Performance.

10. Performance Management Awareness had the greatest standardized influence on Employee Performance.
11. Training and Development Awareness also had a strong and statistically significant influence.
12. Employee Engagement Awareness and Recruitment and Selection Awareness had smaller but statistically significant positive effects.
13. All four alternative hypotheses were supported.

12. Conclusion

The present study examined awareness of Recruitment and Selection, Training and Development, Employee Engagement, and Performance Management practices among healthcare professionals working in healthcare NGOs. It also evaluated the influence of these awareness dimensions on Employee Performance.

The simulated findings indicate that healthcare professionals possess a moderately high level of awareness of the four selected Human Resource practices. Training and Development Awareness recorded the highest mean, while Recruitment and Selection Awareness recorded the lowest mean.

All four awareness dimensions were positively and significantly related to Employee Performance. Performance Management Awareness emerged as the strongest predictor, followed by Training and Development Awareness, Employee Engagement Awareness, and Recruitment and Selection Awareness. The regression model explained 52 percent of the variation in Employee Performance, demonstrating that awareness of HR practices is an important employee-performance factor. Healthcare NGOs should therefore ensure that HR policies are not only implemented but also communicated clearly and consistently to employees.

The study concludes that improved employee awareness of Human Resource practices can strengthen transparency, participation, competence, performance clarity, and organizational effectiveness. Future studies may use actual field data, larger samples, comparative NGO groups, longitudinal designs, and mediating variables such as Work Engagement or Job Satisfaction.

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