The Role of HRM Functions in the Sustainable Performance of Pakistani Private Schools: A Post-Pandemic Status Quo Analysis

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Abstract

The following quantitative study assess the role of HRM functions to drive the sustainable performance within the Pakistani private schools in the post-pandemic context. The COVID-19 pandemic has been able to fundamentally disrupt the educational decorum worldwide, forcing the schools to possibly adapt towards unprecedented issues. In this study, we investigate the ways in which HRM operations—including hiring and selection, training and development, performance reviews, and staff retention—have bolstered Pakistani private schools' resilience and long-term viability. Data was gathered from a representative sample of HR staff members, teachers, and administrators at private schools using a survey-based methodology. The association between HRM practices and sustainable school performance was determined by statistically analyzing the data with an emphasis on academic quality, staff well-being, and operational continuity.

The findings of the study reveal that effective HRM practices have played an important role to mitigate the negative influences of the pandemic, specifically through the strategic workforce planning, employee engagement, and professional development. Schools which adapted towards a proactive HRM approach exhibiting higher employee retention levels, rectified academic outcomes and job satisfaction in comparison to those with relatively less structured HR functions. The study presents that investment within the strong HRM functions is important to assure the sustainable performance of the educational institutions for the future crises. The research in consideration provides actionable insights related to the policymakers and school administrators to strengthen the HRM frameworks to increase the long-term viability of the private educational institutions in Pakistan.

Keywords: HRM Functions, Sustainable Performance, Private Schools, Post-Pandemic Status

Introduction

Human Resource Management (HRM) is a dynamic part of an organization's management. This function deals with the management of the most unpredictable resource of any organization, being the human part of it (Babapour.2022). We can never precisely determine what initiates inside the human mind. This function discovers, trains, and manages workforce who are responsible for the successful achievement of an organization's corporate goals, and objectives, through fulfilling their own individual professional aims as well (Abbas & Iqbal, 2020). An organization purchases the 'labor service' by means of offering a justified salary to an employee, however to professionally acclaim an employee's loyalty, retention and dedication with the organization, an employer (organization) performs the effective management of its human resources (Abiwu & Nunoo, 2021). The functions of human resource management are bridges between a potential and/or current employee and an organization (Adesola, Yahaya, & Abodunde, 2021). The better the condition of the bridge, the more effective and stronger will be the connection between the employees and the respectable organization. Broadly speaking, and varying from industry to industry, the main focus of human resource management is to hire, train, compensate and appraise a deserving employee (Adla, Gallego-Roquelaure, & Calamel, 2019).

There are various motivators that may drive businesses to adopt sustainable practices (Raut, Narkhede, & Gardas, 2017). A firm, in example, may aim to reduce its environmental and social consequences in accordance with international treaties and regulatory frameworks that various countries have in place (Menezes, Filho, & Drigo, 2017). Companies whose business models are linked with the premises of sustainability (Sehnem, Campos, Julcovski, & Cazella, 2019) now operate as resource circularity determinants. As a result, their organizational structures necessitate a workforce that is concerned with sustainability issues (Singh, 2018). Employees with proper beliefs, attitudes, behaviors, and decision-making abilities are required for new product launches and their accompanying procedures, as well as the management of a sustainable production chain.

People can be viewed as organizational resources that can be used to leverage management strategies and plans for long-term success (Yong et al., 2019). Sustainability requires business

models that extend the product value chain (Sehnem, 2019; Sehnem, Campos, et al., 2019), environmentally focused concepts, and ecologically sound premises (Sehnem, VazquezBrust, et al., 2019). Furthermore, the use of big data systems, as well as balancing the constant desire to generate profits with environmental awareness, as well as valuing human potential and respecting the social needs of specific ethnic groups, communities, and regions (Singh, 2018), are all important factors in environmental sustainability.

Stakeholders may have a direct or indirect impact on a company's operations or projects. For businesses and projects to succeed, their backing is frequently necessary (Amin et al.2020). Customers, employees, investors, suppliers, boards of directors, members of the community and organizations, and the government are frequently considered stakeholders based on these criteria (Nasar et al.2022). A system known as "stakeholder capitalism" places the interests of stakeholders' fwirst. Pakistan is the fifth-most populous nation in the world, but it only has the 29th-highest death toll (at about 23,087) and the 29th-highest number of confirmed cases (at approximately 1,011,708). However, these figures do not include undercounting of COVID-19 infections in the country. Punjab, Pakistan's most populous province, has experienced the largest overall number of confirmed cases (334,000) and fatalities thus far (9,770). Sindh, the second-most populated province in the country, has seen the second-highest number of confirmed cases (308,000) and deaths (4,910), but was hit hardest by Pakistan's first two waves of the virus, and still has higher proportions of confirmed cases than all of Pakistan's other provinces (Mamun.2022). It also has the second-highest death rate, after Khyber Pakhtunkhwa, which is Pakistan's third-most-populated province (Khan.2021).

Khyber Pakhtunkhwa has the third-highest number of confirmed COVID-19 cases (129,000), but it has also experienced an exceptionally high fatality rate of 3.03%, making it the province with the highest death rate and the third-highest number of fatalities overall. Baluchistan, a sparsely populated and arid province in the southwest of the nation, has experienced the fewest confirmed cases (24,500) and deaths (270) of all the provinces in Pakistan (Mustafa.2021). It has also experienced the fewest confirmed cases per capita and the fewest deaths per capita. Baluchistan has a particularly low fatality rate, which is now at 1.10%. Islamabad Capital Territory, which is wealthier than any province in Pakistan, has seen 745 deaths thus far and has confirmed 80,300

cases, making it the province with the highest number of confirmed cases per capita and the lowest fatality rate in Pakistan (Ali.2020).

Background of the Study

Whether these schools are well aware of the possible benefits of effective human resource management, and whether the post Covid 19 era has seen any changes to the management and impacts of human resource management functions on schools' sustainable performance, need to be researched upon. As of year 2021, there are registered 317,323 schools in Pakistan (Pakistan today, 2022). Out of which 38% are private, that makes 120,582 schools registered as private. The expectations from them are also much extensive than that from the public schools. Amongst the province wise distribution, Punjab alone has 66,000 private schools of low-cost nature (Razzaque, 2021). As per the State of Education in Sindh: A Budgetary Analysis, Sindh alone has 46039 schools enrolling 4 million students and still counting (A budgetary analysis, 2016). As per the Baluchistan Education Foundation (BEF), there have been an ingrowing establishment of 633 community schools within the province (Balochistan Education Foundation, 2021). However, as per the Hum-Qadam initiative by the regulatory authority of KPK, there have been registration of 1060 private schools (Education Fact Sheet - Khyber Pukhtunkhwa, 2020). Due to lockdowns and hybrid work locations (home or office), there may be significant changes to the human resource Management policies and procedures. For instance, online classes had replaced physical classes, and online meetings and work had replaced physical sittings. This might have impacted upon the schools' performances.

Problem Statement

Covid-19 with its full operational capability has affected nearly almost every domain of life. With consideration granted to businesses, both goods and servicing sectors have suffered. Be it in the form of lost clientele, lost demand, or inability to fulfil supply in the market (Reimers, 2022). One of the vital and most affected industry from Covid is the education industry (Mumtaz, 2021). As amid the pandemic, online classes took over the control and controlled students learning capability, faculty's lecture delivery capability in an eye blink (Mushtaha, 2022). Which eventually reverted back with dissatisfied parents and also decreased admissions.

However, it has also deeply attacked educational institutions administration as their daily operations have suffered and became transformed as well. However, with the due grant provided to learning.

This research would attempt to diagnose this problem, by studying the relationship between human resource management functions (independent variable) and a school's sustainable performance (dependent variable), with the mediating role of stakeholders' satisfaction, and the moderating role of the post pandemic status quo.

Research Questions

In order to fulfill the objectives developed for the particular discourse of the following study, the research questions listed below will be answered throughout:

1. Which of the selected HRM Functions including Recruitment & Selection, Training & Development, performance appraisal system, and compensation & benefits are practiced in the private schools of Pakistan)?
2. How sustainable performance of schools in Pakistan with regards to economic, environmental, and social performance is impacting private schools performance as an employer?
3. What is the mediating role of stakeholder's satisfaction (faculty, staff) in the relationship between HRM functions and sustainable PRIVATE school performance?
4. What is the moderation role of pandemic status quo in Pakistan in influencing sustainable performance of schools?

Research Objectives

With its focus on the post pandemic situation, this study would be considering the following research objectives:

1. To identify how HRM functions recruitment & selection, training & development, performance appraisal system and compensation & benefits are deployed within the private schools of Pakistan,

2. To evaluate the sustainable performance of schools with respect to their economic, social and environmental performance, as affected by the HRM functions implemented.

3. To discover the legit practices which internal stakeholders of the schools (faculty and staff members) put forward by the HRM functions.

4. To distinguish the moderating role of 'post-pandemic' status quo in shaping the relationship between HRM functions and sustainable performance of schools in Pakistan.

Literature Review

Proactive cosmic and the response of corporate is officially amplifying in the new millennium era. 'To acquiring profit accomplishing activities without seeing the protection of the surrounding' (Boselie, Van Harten and Veld, 2021) is the response which forsake the limit. With the respective surrounding (Aslam, 2020), the decrement in the environment harming activities is the new platform between alignment of an organization. To achieve industrial validation and environment acclamation (Bratton, Gold, Bratton, & Steele, 2021) execute an impeccable method of amalgamation between corporate and ecological goal in the contemporary time line of occurrence.

The considerable position to be catered in this study stands at the sustainability of society, ecological disturbance, increasing global warming, and environmental management (Brewster, Mayrhofer,& Farndale, 2018). In the human resources of management, to maintain the ability of strike between environmental and human interaction is heavily referred in environmental management itself (Brewster, Mayrhofer, & Farndale, 2018). To achieve better and superior administration, Human resources management represents as the management of people (employee) to help those (Cabral & Dhar, 2019). To increase labor's satisfaction, and productivity along with the overall performance of the organization, the arrangement of workforce is required (Carnevale & Hatak, 2020).

Human Resource Management

In the establishment of an organization, Leavitt (1965) was given the dilemma that the four aspects are acceptable to change time to time , ranging from the technology that the organization

uses, its core purpose of operation , workforce and the hierarchical structure. Consequently, Enterprises are always in transformational phase is fact. Determination of the firm in the quality and standard which are offered to customer is the belief of hostage (1975) that people of an organization specially of a service firm was also sustained in leavitt's school of thought. The intangible type of services are provided in the servicing industries. To judge and recognized the perceived quality and condition of a business providing evaluated area and element attached to a physical environment of the service and business to customers.

To assure favorable perception are founds in the realities which are interchange with appearances. Whilst, Berry (1981), Gronoross (1990), and Gummesson (1990) put leading the administration and management cycle in order to begun a level of satisfaction in the services to the customers, to treats employees along with the level of satisfaction in their attribute work is necessary for the employers as well. In order to boost the motivation of the employees an impeccable and accurate environment are provided by the employer. The sole value upon which a good and services is identified are heavily determined and measured on the basis of the behavior of customer.

Recruitment and Selection

Recruitment is one of the most important functions of human resources management has adapted its color (kumaret al., 2019). The admired function of Human Resources Management conveys more than it is expected though with the same visionary (Lawler & Boudreau, 2020). In the most suitable manner for a possible applicable job, recruitment is the process of recruiting applicant. Identification, selection, attraction and interviewing potential applicant is common in the recruitment for the job by hiring them. (Liu, Qingqing & Liu, 2021). In front of the potential employee recruitment is the function of the human resources management that being the first impression and impact of an organization. Consequently, it is prescribed the target set of customers in a way of convenient and possible (Maqbool, Ashraf, Ishrat, 2021).

Training and Development

Training and development is the synchronic process that plans to combine and run two domain altogether (Olson, Slater, Hult & Olson, 2018). To educate the employees by training them and

developing their actual skills set organizations are organized the set of educational activity and exercise (Paille, 2019). For performing and operating a specific job, employee are trained with the possible relative instruction in the training and development. Moreover, training and development is specified to a situation when an employee is new to the organization or where a new procedure and operation is introduced (Pak, Kooij, De Langa, & Van Veldhoven, 2019).

Performance Appraisal System

The corporal goal ability is very important in the contemporary organization as much, the employee goals are non negotiable in the achievement of individual as well (Ren, Tang & E Jackson , 2018). An aid in upgrading employees' professional designation is the important effective system considering by good employers with in the organization. To manage and regulate the performance process of a workplace a performance appraisal system is develop to evaluate specific and special performance of a team. In upgrading and managing a performance appraisal system, consideration of feedback is always taken as important for leading performance appraisal system (Roscoe, Subramanian, Jabbour, & Chong, 2019). It carry quantitative and qualitive feedback for actionable upgradaion (Bon er al.2018).

Compensation and Benefits

To attaining economic goal, an organization does not only work, it efforts to achieve their professional and efficient aims to help its labor power achieve as well. With the concept of 'Employer Of Choice' organization/employers effort to present compensation to their employees that is in their best optimum in the present timeline (Sakharina IK et al., 2020). The standard and average wage rate is set by the legislation accordingly with the rule of fair compensation along with the job responsibility and duties as well. Compensation should be provided in an aligned and uniform manner according to the job responsibilities and duties (Singh, Del Giudice, Chierici & Graziano, 2020).

Compensation is defined as the employee advantage combination along with the services provided to the employers after their designated and referring job duties (Jung et al,2010). To effectively motivate and retain employees is the utilization and implementation of them. It provide both financial and non-financial benefit because the payment is crucial component of

human resources management gateway that inspire workers and increase the capability and efficiency of the company.

Sindh

Education is one of the most vital pillars in development of a country' economy, it also stands at a non-negotiable position for the government of Sindh as well. The specified literature is present: Khan et al. (2019) is guided a cluster study in the educational sector of Sindh is to analysis the development and training needs. Corruption and legal enforcement issues was found already struggles with this aspect in the province of Sindh which through divert the attention of policy makers from this aspect and dimension. Consequently, training and development are not sufficient in this province for this sector. To bring the respective and various result for the researcher was found to allowed pay scale increment

Punjab

Educational institutes in Punjab gives an amazing deal of importance. Through, the aforementioned narrative are supports in this literature and some of it is as pursue: Naeemullah et al. (2010) organized a study in 56 private school of Punjab, the behavior and impact of managerial staff in an organization analyze with respect to their training and developmental needs. It was determined that the female staff in an organization is more than average control over managerial stances than males. Islam et al. (2012) executed research in the university of Punjab that the performance of an institution with regard to the faculty member satisfaction respecting if the compensation and demographic variables are impactful. For providing organizational commitment, selected population was found out belonged from a majority which did not adopt greater compensation deal in exchange toothier employers.

Khyber Pakhtoon Khuwan

Khyber paktoon khuwan is developing yet significant province of Pakistan, which is expand the public educational institution more than the private educational institute, bring the following literature domain of human resources management: Khatwani (2016), established the research in the domain of educational institution, it is hiring with a focus that the women are more than men. A larger than the expected disparity with respect to equal employment opportunities (EEO) are

showed in the study.

Baluchistan

With the regard of researcher in the same domain Baluchistan bring a significant gap. Moreover, Waheed et al. (2020) guided a study to discover the satisfaction of the salary of primary school teacher in the province. It was create out that the employees do pursue to amplify their remuneration.

Perceived Stakeholder's Satisfaction

For business's operation, it is very important to generate revenue streams are as much to stay in continuous flow, it is very important in the satisfaction of the end user (Stewart & Brown, 2019), as a core duty in the enterprises satisfaction estimate their end users. The primary reason for this is that customer satisfaction serves as a form of word-of-mouth marketing and aids in expanding the business's market presence. (Stone, Cox, & Gavin, 2020) identified several distinct customer types, each playing a crucial role in an organization. These include suppliers, direct customers, end users, and retailers, which are commonly found in the manufacturing and service sectors. The satisfaction of every customer segment is essential for an organization's overall success and profitability (Strom et al., 2018). However, achieving satisfaction across all customer segments necessitates a thorough understanding of each group's psyche and demands. It is imperative to avoid treating all customers uniformly, as this may dilute an organization's ability to provide a unique experience for the individual direct customer (Turner, McIntosh, Reid, & Buckley, 2019).

Sustainable School Performance

To promote the durability and long-term presence of a service or product pursue the concept of sustainability in emerging environmental management (Wang, 2021). Sustainability is referring as "the product" and "the practices" in the context and background of schooling industry that its respective target audience is exhaled out in the industry (Wijesingha, Gunawardena, Wattage, & Shantha, 2020). Sustainability carries economic and environmental performance along with the subsistence of one tier of the "triple bottom line". In the schooling industry, knowledgeable and well-informed consumers are ranking todays in the institution on the basis of their hard work that they placed in order to make their environmental a better and good place (Wilkinson & Dundon,

2021). To producing students that are accountable citizen as well as the profitable businesses are the concept of conceptual mind map which is mentioned in this philosophy.

Post-Pandemic Status Quo

Worldwide, the education sector is one of the most affected sector due to pandemic. The situation in the post pandemic era of the developing countries has degrade (Yucheng Zhang, Xu, Zhang, &Yang, 2021). The stakeholder of the schooling industry are critically traumatized mainly because after the effect of the pandemic (Yujing Zhang, Luo, Zhang, & Zhao, 2019). Online classes are also disturbed their efficiency, result and productivity of both student and teacher after having to change in the post pandemic correspondingly. Furthermore, the schooling industry has also affected the overall economy. By this mean, being a substantial contributor to sustainable school performance it is necessary to recognized the moderating part and role of pst pandemic status quo in human resources management (Yusoff, Nejati, Kee, & Amran, 2020).

Research Framework

Figure 2

Theoretical Framework
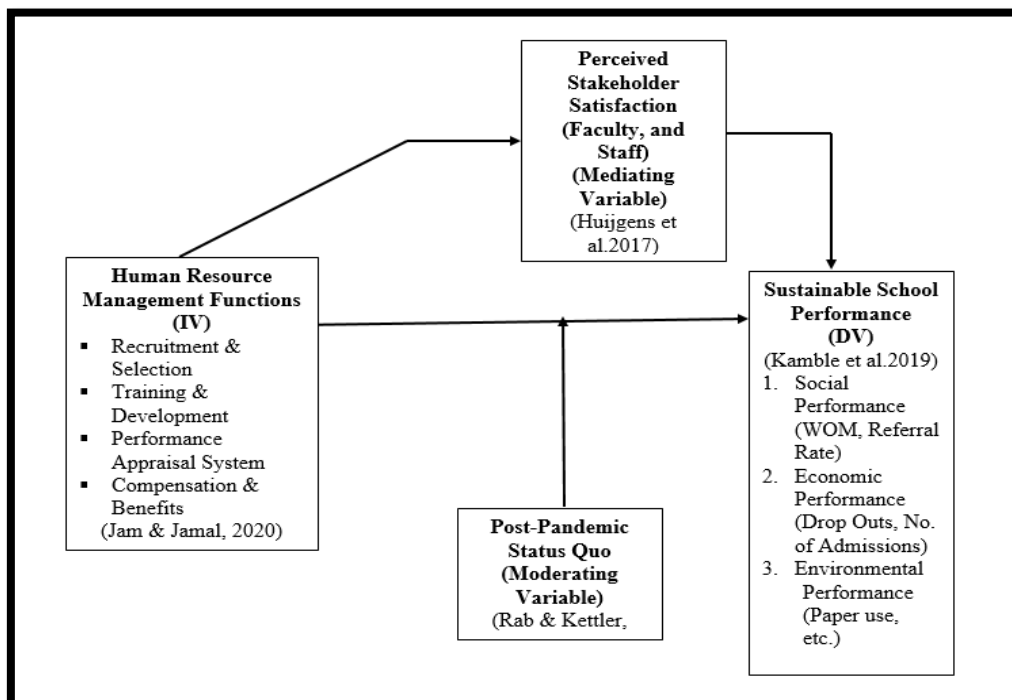
Hypotheses Development

- H_1: HRM has a significant relationship with sustainable school performance in the private school performance of Pakistan.
  - H_{1a}: Recruitment & Selection has a positive impact upon sustainable school performance in Pakistan
  - H_{1b}: Training & Development has a positive impact upon sustainable school performance in Pakistan.
  - H_{1c}: Performance Appraisal System has a positive impact upon sustainable school performance in Pakistan.
  - H_{1d}: Compensation & Benefits has a positive impact upon sustainable school performance in Pakistan.
- H_2: HRM has a positive relationship with sustainable school performance of schools in Pakistan with mediation from perceived stakeholder's satisfaction.
- H_3: HRM significantly affects sustainable school performance in Pakistan with moderation from the post-pandemic status quo.

Research Methodology

Research Philosophy

The integrate system of respective assumptions and beliefs are discusses in this study research philosophy which are the origin for the development of information and knowledge for that definite study. During the study the amount of controlled is determined and allowed to the researcher in evaluated to his authority over the data collection, interpretation phase and analysis (Yong, Yusliza, & Fawehinmi, 2019). When the quantitative nature of data would be collected the positivism philosophy would be inferred from the staff member and faculty of the school are specify in this study. Whilst, when the interviews with top management (owners/principals) would take place the Interpretivism philosophy would be implement.

Research Approach

The approach is the most significant aspect of a research that it is in obedience with. Moreover, the deductive approach, the abductive approach and the inductive approach namely are these three research approaches specified as the direct contributor into any study (Frew et al.2018). In

deductive approach, the researcher agrees to add into previously tested and passed theory or phenomena, to conclude a new theory or aspect or dimension regarding a problem is the responsible research of whilst inductive approach. With the dealing of puzzling and complex scenarios in the beginning is refers in the Abductive approach. The following study will testify the previously deduced phenomenon to identifying the effect of human resources management functions in the school that the sustainable performance of an organizations are contributed in human resources management function. Furthermore, it would be novelty in the situation of private school in Pakistan.

Population

The total population which would be a focal views and audience for a study is refers in population size of a study. The population would be the private school of Pakistan as per in the result of the dissertation as well. It is moderately higher than of the public schools because collection of data in private schools is that convenience and also real reason and purpose for selecting only private schools of Pakistan. The study is questionnaire when preferred one data collection tool of the study. It would be more relevant with the respondent belonging from private schools. To put extra cost, and time for their development of employee's skill set is another real reason in private schools. Its increase the chances of resulting and gives imperative results of the study. To conclude, the probability of the proposed hypotheses to be supported in the setting of private schools amplify because of proper balanced scenarios and checked. The integrated manner of estimated human resources management functions effect upon the sustainable performance of a school with a completely distinctive, it is 120,582 private schools in numbers that entertain private schools in this study.

Sampling

A stratified random sampling method will be worked from private school of Pakistan all over the four provinces for data collection, which will permit primary data collection. The researcher will pre-determined layers with in the boundary exclusive of which data will be collected as per the stratified random techniques. Furthermore, the researcher to interview their owner/proprietor would easily allow to be chosen in private school for the qualitative interviews by mean of resulting study's designated variables. To participate multiple data sources or method to increase

the validity and reliability of findings is the powerful research strategy of triangulation. However, it involved human interaction, complex organizational dynamic, and triangulation offer various distinct executives are mentioned in the context of human resources management function in schools.

Data validity and reliability

A study exactly and accurately measures to the extent what it plans to measure is referred in validity. In this study confirming validity is crucial for both quantitative and qualitative data collection methods. Below investigation the content validity confirms that the interview protocols and survey instrument efficiently capture the variable and contrast. On the basis of the study of human resources management functions in school measures to increase content validity contain expert review, pilot testing, and adjustment on the basis of feedback. To subjecting interview guides and survey instrument guide to analysis by human resources management experts, educators, and methodologist confirms that questions are relevant, comprehensive, and associated with research objectives are experts review. It helps in refining instrument item to enhance relevance and clarity to the feedback from expert.

Data Collection Instrument

For this mixed research, research instrument is selected would be modified close ended questionnaire. Through taking certain contrast from different dimensions and extent the questionnaire will be established. With the five point of Likert scale, stakeholder's satisfaction including staff members' respective items and faculty in the construct of observe would be operated data responses from the respondents. Whilst, a total of about 10 question in command to fulfil the qualitative formatting of the study would be developed which would be target to increase the vision from the top of management. Furthermore, a combine approach is used of collecting mutually form of data would take place. Self-administered interviews would also be conducted for the city of Karachi, whilst. Lastly, in all over the school of Pakistan the online survey form would be fulfilled.

Data Analysis

Table 1
Frequencies

Statistics

		Gender	Designation	Years of Experience in the industry
N	Valid	309	309	309
	Missing	0	0	0

The demographic makeup of the population being studied is the capacity of the reflection in this gender distribution, or it could be specifying potential sampling biases. For generalizability of the result the imbalance result could have been inference, female might be understated compared to males in place of experience and prospective as well.

Table 2
Designation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Faculty Member	234	75.7	75.7	75.7
	Staff/Admin Member	75	24.3	24.3	100.0
	Total	309	100.0	100.0	

The table provide the designation distribution with the sample of 309 respondent in a clear collapse and breakdown. Here are the key points:

The data collection and the survey heavily sampled faculty members over admin/staff members are specifies in this designated distribution. This imbalance could affect the findings of the study, the faculty members may potentially, dominate overshadowing administrative personnel and those of staff as the experience and perspectives. When the result is interpreting is considered vital to this context, specific issues might reflect as per high representation of faculty members, conditions, or concern appropriate to their roles, which may not fully signify the broader organizational environment.

Table 3
Years of Experience in the Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	211	68.3	68.3	68.3
	10 years or more	1	.3	.3	68.6
	3-10 years	97	31.4	31.4	100.0
	Total	309	100.0	100.0	

The stem-and-leaf plot for the dataset R_S_1 shows that the data is heavily concentrated around the value 4, with 238 occurrences. A central tendency towards this value recommends the strong concentration. The data points less than or equal to 3 and greater than or equal to 5 are considered excesses, representing they are outliers relative to the main cluster.

T_D_1

The stem-and-leaf plot for the dataset T_D_1 illustration that the data is heavily clustered around the values 4.0 and 5.0. Most data points fall within this range, a skewed distribution towards higher value and reflecting a low variability. The plot indicates:

- **High concentration around 4.0 and 5.0**: These values have the maximum frequency of data points, with 115 around 4.0 and 189 around 5.0.
- **Minimal data around 3.0**: Only 3 data points are found around 3.0.
- **Outlier below 1.0**: There is 1 data point with a value less than or equal to 1.0, considered an outlier.

This analysis proposed a significant skew towards the higher end of the range with a narrow distribution, through the bulk of the data points firmly clustered around 4.0 and 5.0.

PAS_1

The stem-and-leaf plot for the dataset T_D_1 specifies that the data is heavily clustered around the values 4.0 and 5.0, with very few data points away. The most of the observation and measurements in the dataset decrease within a narrow range are suggesting in this concentration,

showing a skewed distribution and low variability on the way to higher value. The data points less than or equal to 1.0 are outlier and are not demonstrative of the main dataset.

SSP_1

The dataset is heavily clustered around the values 4.0 and 5.0 are specifies the stem-and-leaf plot, with very insufficient data points away. The most of the observation and measurements in the dataset decrease within a narrow range are suggesting in this concentration, showing a right-skewed distribution with the majority and low variability on the way to higher value.

The data points less than or equal to 2.0 are outlier and are not representative of the main dataset.

The dataset is heavily concentrated around the values 4.0 and 5.0 with very few outliers' shows this stem-and-leaf plot. The most of the dataset decrease within a narrow range are suggesting in this distribution, showing a low variability in the dataset external the primary cluster range.

Table 4
Descriptive

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
R_S_1	309	1	5	4.18	.474
R_S_2	309	3	5	4.18	.886
R_S_3	309	1	5	4.27	.689
R_S_4	307	3	5	4.66	.596
R_S_5	309	2	5	4.63	.541
R_S_6	309	1	5	4.20	.812
Valid N (listwise)	307				

Overall Implication

The dataset follows a predominantly positive sentiment between the respondents, with agreement transversely all variables pr high level of satisfaction. To suggests definite areas for strong approval because consistency in high and large rating, mainly for R_S_4 and R_S_5. The higher or greater variability in R_S_2 and R_S_6 specifies some diversity in responses, which might be worth developing further to explore the underlying reasons.

In completion, the respondents usually have a favorable experience or view are proposes in the data, through specific area receiving remarkably positive feedback. From all overall trend and tendency of positive responses the occurrence of a few outliers does not detract.

Table 5

	N		Minimum	Maximum	Mean	Std. Deviation
Descriptive Statistics						
T_D_1		308	1	5	4.59	.548
T_D_2		309	1	5	3.55	1.112
T_D_3		309	3	5	4.12	.903
T_D_4		309	1	5	4.57	.569
T_D_5		309	3	5	4.28	.673
Valid N (listwise)		308				

In most of all variable the dataset specifies overall positive feedback and responses, with mainly strong and consistent positive responses for T_D_1 and T_D_4.T_D_2 stand out with more varied responses and more moderate, representative an area that may acquire further investigation to realize the respond behind the mixed feedback. Among respondents the investigation highlights the general sentiments of satisfaction with approximately variability in definite areas.

Regression

Table 6

Model	Variables Entered	Variables Removed	Method
Variables Entered/Removed[a]			
1	R_S_1[b]	.	Enter
a. Dependent Variable: SSP_1			
b. All requested variables entered.			

Table 7

ANOVA[a]						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1 Regression	5.149	1	5.149	14.903	.000[b]	
Residual	106.062	307	.345			
Total	111.210	308				
a. Dependent Variable: SSP_1						
b. Predictors: (Constant), R_S_1						

The regression investigation consequences aim to understand the relationship between the independent variable R_S_1 and the dependent variable SSP1SSP_1SSP1. Here's a complete interpretation of the provided tables:

Reliability

Table 8

Reliability Statistics	
Cronbach's Alpha	N of Items
.258	6

Reliability Statistics	
Cronbach's Alpha	N of Items
.197	5

Reliability Statistics	
Cronbach's Alpha	N of Items
.469	4

Overall Reliability: The reliability of the sets of items is commonly poor, as specified by the low Cronbach's Alpha values.

Consistency of Items: The items across different sets expresses low internal consistency, signifying they may not be well-matched to measure the same fundamental construct.

Negative Alpha: The negative alpha for the set of 3 items indicates serious issues with item consistency, possibly due to items measure different constructs or incorrect item coding.

Qualitative Analysis

To be inclusive and thorough, ensuring we interest and retain the best educators who line up with our educational philosophy and values is the considered in the hiring process at our school. Our process initiates with extensively advertising job vacancies through various channel, educational job board, including websites, and social media platforms. This board outreach help us tap into a candidate as a diverse pool. When the applications are received, our human resources (HR) team methodically screens them based on experienced and qualification. To confirm only the most promising candidates ensue to the next level is critical in this initial vetting. In the role of human resources management (HRM) with in our school, the pandemic has needed a significant development. Conventionally focused on training, recruitment, and employee relation, HRM has support that they want to navigate these challenging times. Working with flexible measures and arrangement have also been a key response to the pandemic. Now extended its remit to contain the safety, health, and well-being of all the staff members. Mental health support is one of the greatest serious areas of attention. Recognizing the stress and anxiety began by the pandemic, we have introduced mental health initiatives, including admittance to stress management programs and counseling services. These resources are considered to provide staff.

Results and Discussion

The discussion and the result of the quantitative investigation are shown in this chapter to test the hypothesis concerning the impact of human resources management (HRM) in private school of Pakistan on sustainable school performance. The relationship between various HRM practices and sustainable school performance (SSP), training and development, compensation and benefit, examining recruitment and selection, performance appraisal system. Furthermore, the mediating role of perceived stakeholder satisfaction and the moderating result of the post-pandemic status quo are discovers as well.

Descriptive Statistics

It is vital to understand the basic characteristics of the data before investigating into hypothesis testing, Descriptive statistics for the primary variables are concise in Table 5.1. For sustainable

school performance the mean scores express (SSP_1 to SSP_4) are constantly high, ranging from 4.51 to 4.85, it is representing a normally positive perception of sustainable school performance amongst respondents. Correspondingly, for most HRM variables high mean scores are detected, such as recruitment & selection (R_S_1 and R_S_2), training & development (T_D_1), performance appraisal system (PAS_1), and compensation & benefits (CB_1).

Hypothesis Testing

H₁*: HRM has a significant relationship with sustainable school performance in the private school performance of Pakistan.*

To test this hypothesis, a series of regression analyses were conducted, examining the impact of individual HRM practices on sustainable school performance (SSP).

H_{1a}: Recruitment & Selection has a positive impact upon sustainable school performance in Pakistan

Through SSP_1 as the dependent variable and R_S_1 as the predictor, A regression study was executed. The regression model specifies a significant positive impact of recruitment & selection (R_S_1) on sustainable school performance (SSP_1), supporting H_{1a}.

H_{1b}: Training & Development has a positive impact upon sustainable school performance in Pakistan

A regression investigation was conducted with SSP_1 as the dependent variable and T_D_1 as the predictor. The study reveals that training & development (T_D_1) does not significantly impact sustainable school performance (SSP_1), therefore not supporting H_{1b}.

H_{1c}: Performance Appraisal System has a positive impact upon sustainable school performance in Pakistan

Through SSP_1 as the dependent variable and PAS_1 as the predictor, the regression investigation was executed. The regression consequences support H1c, it is representing a substantial positive impact of the performance appraisal system (PAS_1) on sustainable school performance (SSP_1).

H_{1d}: Compensation & Benefits has a positive impact upon sustainable school performance in Pakistan

The compensation & benefits (CB_1) do not significantly impact sustainable school performance (SSP_1) are shown in the results, consequently not supporting H1d.

Mediating and Moderating Effects

H_2: HRM has a positive relationship with sustainable school performance of schools in Pakistan with mediation from perceived stakeholder's satisfaction.

Whether perceived stakeholder satisfaction mediates the relationship between human resources management performs and sustainable school performance are explores in mediation study. The current data given with the limitations, a single mediator's model was examining consuming PAS_1 as the independent variables, stakeholder satisfaction as the mediator, and SSP_1 as the dependent. The mediation analysis supports H2, it is representative that perceived stakeholder satisfaction moderately mediates the relationship between Human Resources Management (HRM) performance and sustainable school performance.

H_3: HRM significantly affects sustainable school performance in Pakistan with moderation from the post-pandemic status quo.

Even if the post pandemic status quo regulates the relationship between sustainable school performance and human resources management (HRM) performance are explores in the moderation analysis. The interface term between human resources management (HRM) practices (PAS_1) and a binary post-pandemic status variable was formed and involve in the regression model. The interaction term is substantial, supporting H_3, it is signifying that the post-pandemic status quo controls the relationship between human resources management (HRM) practices and sustainable school performance.

Recommendations

The impact of human resources management (HRM) performance on sustainable school performance (SSP) results on this study that the private school in Pakistan proposes critical insight that can control school policymaker, administrators and HR professional in developing policies to enhance school performance. The recommendation as long as below are detail-oriented and comprehensive, it is directing to address the nuances and the complexities acknowledge in this study.

Enhancing Recruitment & Selection Processes

It is vital to emphasize the need for effective and rigorous hiring performance from their positive impact of selection and recruitment (R&S) on sustainable school performance. It is important

that the school should devote in developing a robust recruitment strategy that energies beyond traditional method. For the better predict of cultural fit and candidate performance operating which are consist of advance assessment tools and techniques. School should also consider situation interviews and integrating behaviors, a candidate's suitability and potential for the school performance are arise for providing a deeper understanding into them. Furthermore, for producing a pipeline of talented graduates, it is vital to establishing a strong partnership with educational institutions of brilliant graduates who are well-prepared to contribute to school performance. Through refining their recruitment processes, schools can certify they attract and retain high-caliber educators who are associated with their values and mission.

Standardizing and Enhancing Training & Development Programs

It is energetic need for a more strategic approach to professional development are advocates in the lack of a significant impact of training and development (T&D) on school performance. The development of comprehensive T&D program must priorities in the school that are personalized to the specific need of their staff. This includes to conducting regular needs assessment to recognize the gaps in knowledge and skill and designing training modules that speech these areas. Additionally, workshop, online course and seminars can contain continuous integration of professional development opportunities can arise that the educators stay efficient with the latest educational methodologies and trends. School should also adoptive a culture of lifelong learning, to pursue further certifications and qualification are involved to encouraging their staff. Schools can enhance teaching quality through participating in the continuous development of their educators and, subsequently, improve student outcomes and overall school performance.

Implementing Effective Performance Appraisal Systems

The importance of constructive and systematic performance evaluation highlights in the significant positive impact of performance appraisal system (PAS) on school performance. School should implement appraisal system that are consist of transparent, aligned and fair with their strategic role and goals. To communicate to all the staff members a setting rich performance can include in their objectives and criteria. To provide constructive recognized achievement, feedback, and identify areas must be conducted a regular performance review for improvement and development. Furthermore, to improving their presentation and performance, schools should

offer support and resources to help educators, such as professional development opportunities, mentorship programs, and admittance to teaching resources. The appraisal process can also make available a more holistic view of an educator's performance for incorporating self-assessment and peer review components. The schools can improve educator efficiency, effectiveness, and drive sustainable school performance through encouragement of a culture of continuous improvement and accountability.

Conclusion

A comprehensive and holistic approach are provided in the above recommendations offers to enhancing Human Resources Management (HRM) practices and sustainable school performance in private schools in Pakistan. Through focusing on strategic recruitment, robust performance appraisal system, effective training and development, comprehensive compensation and benefits, stakeholder satisfaction, data-driven decision making, adaptability to the post-pandemic context, collaborative culture, and strategic planning, schools can create and adopts excellence and sustainability environment. In the findings of this study, these recommendations are grounded and aim to offer actionable visions that can guide school policy makers, administrators, and HR professionals in their efforts to achieve long-term success and improve school performance. To explore these areas in future research that should remain to continues, examining additional factors and interventions that can further enhance HRM practices and sustainable school performance in the developing educational landscape.

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