

The impact of socially responsible HRM practices on nurse performance

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ABSTRACT

Purpose: This paper investigates the impact of socially responsible human resource management practices on nurses' performance in Lebanon's healthcare sectors. It examines how certain HRM practices, namely training, compensation, performance evaluation, work-family balance and occupational health and safety affect nurses' performance.

Design/Methodology/Approach: Survey data was collected from 389 public and private sector nurses. Structural equation modeling was used for analysis.

Findings: The results show a positive impact of socially responsible human resources management practices, namely training, compensation, and occupational health and safety on nurses' performance.

Conclusion: The findings draw attention to the important role played by SRHRM in evoking nurses' performance.

Research Implications: At the academic level, it provides supplementary literature for the under-researched sector in Lebanon. It might thus open up additional research opportunities that aim to broaden the perspective of the topic. At the practical level, the findings offer hospitals the tools to be competitive in retaining nurses. It is also expected to aid policymakers and HR practitioners with means to ensure a better quality of service is provided for the patients.

Originality and Value: This research might be considered the first to investigate the mentioned topic.

Keywords: *Compensation, Healthcare sector, Nurses' performance, Occupational health and safety, SRHRM practices, Training performance evaluation, Work-family balance.*

1. INTRODUCTION

Health sector firms must recognize the important role of nurses to adapt to fierce competition and improve health sector performance. They are charged with responding to rapid changes in market demands and customers' preferences and delivering value in ways that facilitate customer satisfaction because nurses interact with patients daily. As a result, nurses are well-informed and have diverse knowledge (Jia, Liao, Van der Heijden, & Guo, 2019).

According to Shen and Zhu (2011) SRHRM is a novel approach to human resource management (HRM) to enhance workers' engagement in Corporate Social Responsibility (CSR) projects. They expected organizations to design their human resource management (HRM) practices to ensure adherence to local labor laws to protect fair labor practices, health and safety, working hours, minimum wage, forced labor as well as international labor organization (ILO) standards and beyond. It goes above and beyond what is expected by stakeholders and the law to address the personal and family needs of the employees. Additionally, it addresses the professional and personal development needs of staff members including training, compensation, performance reviews, work-family balance and occupational health and safety.

Some scholars have focused on the impact of socially responsible human resource management (hereafter SRHRM) on nurses' performance. Their studies have indicated that organizations that implement human resource management methods in a socially responsible manner have improved their employees' well-being (Shen & Benson, 2016). Moreover, previous studies have examined the influence of SRHRM within the organizational context such as training, performance evaluation, compensation, work-family balance and occupational health and

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safety on nurses' performance (Diaz-Carrion, López-Fernández, & Romero-Fernandez, 2019; Jamali, El Dirani, & Harwood, 2015; Nie, Lämsä, & Pučėtaité, 2018; Omidī & Dal Zotto, 2022). However, there were no studies that focused on the impact of SRHRM within the healthcare sector namely in developing countries.

Therefore, this study investigates the SRHRM such as training, performance evaluation, compensation, work-family balance and occupational health and safety on nurses' performance in the Lebanese healthcare sector.

After Venezuela and Sudan, Lebanon has the third highest rate of inflation in the world (Dahham et al., 2023). The COVID-19 pandemic and the catastrophic explosion in the Port of Beirut in August 2020 had a substantial impact on the health sector's crisis in addition to the economic and financial crises of October 2019 (El-Chaarani, Vrontis, Nemer, El Abiad, & Trechina, 2021; Popescu, El-Chaarani, El-Abiad, & Gigauri, 2022).

The massive influx of Syrian refugees over the past ten years caused additional strain on the healthcare industry, including experts, providers, medical equipment and pharmaceutical supplies which were severely hampered by Lebanon's economic and financial collapse. Additionally, the government could not repay US\$1.3 billion in 2019 and 2020 to private hospitals responsible for more than 80% of Lebanon's healthcare needs. This situation impacted the healthcare sector to meet the needs of the nurses. In return, it may affect their performance (Dahham et al., 2023).

This paper will study the impact of SRHRM practices on nurses' performance in both public and private healthcare sectors. It is organized as follows: First, the introduction is followed by a theoretical background and literature review followed by data analysis, results and discussions and finally, the conclusions, implications, limitations and areas for future studies.

2. THEORETICAL BACKGROUND

Social Exchange Theory (SET) has emerged as a distinguished context for understanding social interactions, relationships, decision-making processes and the dynamics of relationships within organizations particularly in the context of employee-employer relationships (Davlembayeva & Alamanos, 2023). George Homans, a sociologist, devised SET in the mid-20th century and refined it; then it was refined by researchers like Thibaut and Kelley (1959). SET theorizes that individuals engage in social exchanges aiming to maximize rewards and minimize costs (Homans, 1958; Thibaut & Kelley, 1959).

Thibaut and Kelley's subsequent integration of equity theory expanded SET by emphasizing the importance of perceived fairness in social exchanges (Thibaut & Kelley, 1959).

SET is based on the reciprocity principle which states that people should give and take to benefit from each other's actions. Positive social relationships encourage people to respond positively (Cropanzano & Mitchell, 2005).

Moreover, trust is a crucial element in social exchanges. SET suggests that trust develops when individuals believe the organization will value their efforts with rewards and support. In the workplace context, employees who trust that their contributions will be recognized and rewarded will lead to higher levels of employee performance (Colquitt, Scott, & LePine, 2007).

Finally, Social Exchange Theory (SET) helped understand human behavior. It sometimes oversimplifies complex social relationships and behaviors, stresses rational decision-making and overlooks cultural and emotional factors (Molm, 2010). Furthermore, its effectiveness across different cultural contexts is questioned due to its challenges in measuring abstract concepts like rewards or costs and considering the functionality of the theory (Molm, 2010).

A quantitative study by Khan and Iqbal (2020) on nurses from Southern Punjab's public hospital revealed that the social exchange theory provides the most significant explanation for the nursing staff's commitment to the organization. The study confirmed and supported the theory's contribution to the organization's commitment. Furthermore, this study went a step further and demonstrated the necessity of incorporating specific forms of change to encourage social exchange relationships among nursing staff. Xiao, Cooke, and Chen (2022) systematically searched many academic databases to give a thorough grasp of multi-level elements influencing nurses' well-being using a combination of the job demands-resources (JDR) model and social exchange theory. They used a variety of approaches in their research to determine the mechanism by which human resource management (HRM) which is focused on well-being improves the well-being of nurses.

3. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

The performance of employees in an organization is mainly seen in several ways. Research conducted by [Liu and Na-Nan \(2023\)](#) revealed that SRHRM directly improves employee performance based on empirical analysis. Moreover, a study conducted by [Telha, Rodrigues, Páscoa, and Tribolet \(2016\)](#) demonstrated that the most crucial element in an organization's success is its employee performance. Hence, it is imperative to implement efficient human resource strategies that enhance workforce performance and foster a high-performing culture within any organization through human resource practices. Since employee performance is the primary determinant of an organization's success, it is imperative to implement an efficient HR strategy aimed at enhancing employee performance. The foundation of any successful organization lies in its human resources practices. Therefore, this section will discuss the literature review and the development of hypotheses related to the mentioned topic.

3.1. Training Practices and Nurses' Performance

Although there has been disagreement over the definitions and purposes of training, training provides employees with supportive and functional skills and knowledge to perform well in their jobs. Well-trained employees can also share their skills and enhance the organization's output ([Barrena-Martínez, López-Fernández, & Romero-Fernández, 2019](#); [Celma, Martínez-García, & Coenders, 2014](#); [Dupont, Ferauge, & Giuliano, 2013](#)).

Employee training and development programs are crucial to human resource management. According to [Beqiri and Mazreku \(2020\)](#) training is an organizational trend meant to enhance individual and group performance in the workplace.

According to [Dermol and Čater \(2013\)](#) employee performance improves when new knowledge and abilities are acquired through training. Furthermore, [Hale \(2002\)](#) and [Armstrong \(2012\)](#) assert that training enhances workers' skills and expertise empowering them to operate effectively novel obstacles associated with their jobs daily and, consequently enhances job performance. A study by [Putra, Sari, and Fitri \(2024\)](#) on Class D hospitals in Pasaman, Indonesia revealed that training improves employee performance results as well as the employee's professional experience. Moreover, according to [Samuel and Chipunza \(2009\)](#) offering training to staff members is a symbol of management's dedication to forging a lasting rapport with them. This can help determine the crucial strategies for assisting each employee in gaining the new knowledge and abilities required to maintain performance levels in a work environment that is changing quickly.

Training permits the acquisition of better competencies essential for efficient and effective job performance employees ([Harel & Tzafrir, 1999](#)). Based on previous research conducted by [Harel and Tzafrir \(1999\)](#) it was revealed that since training ameliorates abilities and skills, it may impact performance. Another research study by [Burke and Day \(1986\)](#) demonstrated a positive impact of training on managers' performance. The investment in training enhances employee performance as well as employee morale ([Bartel, 1994](#)). According to [Vlachos \(2008\)](#) training is a vital component of HRM as it arms employees with the skills required to perform their jobs better ([Li, Wang, Taylor, Shi, & He, 2008](#)). Therefore, the hypothesis will be formulated as follows:

Hypothesis 1: Training practices have a positive impact on nurse performance.

3.2. Performance Evaluation Practices and Nurses' Performance

Different terms are used to describe the process, namely "performance assessment," "performance evaluation", and "performance management." Performance evaluation practice is intended to measure systematically, objectively and fairly the behavior and performance of employees and the management with respect to their professional careers which is also based on objectivity and justice ([Dupont et al., 2013](#); [Vuontisjärvi, 2006](#)). Many organizations have been applying employee performance evaluations for centuries. Even though there has been much discussion over the performance evaluation system, most people agree that it is an essential component of organizational life. Besides, numerous issues might result from an ineffective assessment system including low morale, decreased productivity and a decline in an employee's enthusiasm and support for the company ([Somerick, 1993](#)).

[Tessema and Soeters \(2006\)](#) researched eight HRM practices (recruitment and selection, placement, training, compensation, employee performance evaluation, promotion, grievance, and pension or social security) and found a significant relationship between performance evaluation practices and perceived employee performance. In

addition, [Shahzad, Bashir, and Ramay \(2008\)](#) conducted research on HRM practices (compensation, promotion, and performance evaluation practices) and the perceived performance of university teachers in Pakistan and their findings reveal that performance evaluation practice was found to be insignificantly correlated with the performance of university teachers in Pakistan. The following hypothesis will be formulated as follows based on the above literature:

Hypothesis 2: Performance evaluation practices have a positive impact on nurse performance.

3.3. Compensation Practices and Nurses' Performance

Compensation practices seek to establish monetary and non-monetary employee awards based on their performance in a transparent and non-discriminatory approach ([Celma et al., 2014](#); [Jamali et al., 2015](#); [Vuontisjärvi, 2006](#)). It is essential for employees because it gives them a sense of stability, autonomy and increased self-worth which can increase employee engagement and productivity ([Dockel, Basson, & Coetzee, 2006](#); [Mathis & Jackson, 2004](#)). An effective incentive system is another way to induce people to work for them and perform effectively on a consistent basis in addition to being crucial for businesses to maintain and grow their human resources with competitive and equitable pay ([Geiger & Cashen, 2007](#); [Yang & Lin, 2009](#)). Furthermore, remuneration influences the caliber of applicants, the likelihood of job acceptance, the caliber of those hired, the motivation and performance, the quantity and caliber of workers and the caliber of individuals who stay with the company ([Shah, Cross, & Levin, 2018](#)).

According to [Olsen, Gash, Sook, and Zhang \(2018\)](#) compensation systems are intended to reward previous behavior and influence future ones. When pay and benefits are raised, most employees usually react positively and become more productive ([Reddy, 2020](#)).

Compensation is the most basic human resource as employees sacrifice their entire beings to receive compensation. Salaries, bonuses, and perks are examples of compensation that can raise worker motivation and raise worker output. Things detrimental to accomplishing company goals will result from their perception of employee injustice because what the organization achieved and the aspirations of its personnel differ ([Mulyani, Sari, & Sari, 2019](#)). Hence, the compensation process is a strategy aimed at guaranteeing maximum performance and staff retention. It can be direct, indirect, financial or non-financial ([Mondy, 2011](#)).

Additionally, it is granted as a consequence of the assistance rendered by staff members ([Mondy, 2011](#)). According to [Collins and Clark \(2003\)](#) performance-based compensation is the primary HR strategy used by businesses to assess and recognize workers' efforts. It has been confirmed to improve both employee and organizational performance ([Cardon & Stevens, 2004](#)).

Several scholars argued that compensation and opinion towards benefits have a significant impact on employees' job performance ([Carraher, Whitney Gibson, & Buckley, 2006](#); [Sturman, Trevor, Boudreau, & Gerhart, 2003](#)). A study conducted by [Mulyani et al. \(2019\)](#) explored how leadership and compensation affected employee motivation and how it affected cooperative employees in Padang. The results of the data analysis of 330 respondents using the Structural Equation Model (SEM) and Linear Structural Relationship (LISREL) demonstrated that employee performance is positively and significantly impacted by motivation, leadership and compensation. According to [Al-Qudah, Osman, Ab Halim, and Al-Shatanawi \(2014\)](#) compensation systems appeal to employees and stimulate them to perform their duties appropriately. This was analyzed based on statistically substantial results between the compensation method and employee performance. Therefore, employees are likely to intensify their efforts to augment their distinct or organizational performance if the pay is related to performance as per the expectancy theory ([Vroom, 1964](#)). This will increase the whole performance of the organization and further influence employees to increase their compensation based on their high performance.

Moreover, [Tessema and Soeters \(2006\)](#) also proved a positive relationship where compensation practices positively impacted employee performance. An alternative study by [Shahzad et al. \(2008\)](#) revealed the favorable rapport between compensation and the performance of the university's lecturer. Based on a study by [Huselid \(1995\)](#), attractive compensation boosts employees' productivity and work performance. According to [Chiu, Wai-Mei Luk, and Li-Ping Tang \(2002\)](#) the compensation system is a motivational tool that enhances employees' productivity through improved job performance. Thus, the hypothesis will be formulated as follows:

Hypothesis 3: Compensation practices have a positive impact on nurse performance.

3.4. Work-Family Balance Practices and Nurses' Performance

Work-family balance is defined as the lack of work-family conflict or the frequency and intensity with which work interferes with family or family interferes with work (Greenhaus, Collins, and Shaw (2003). Moreover, they described work-family balance as the degree to which a person is equally involved in and satisfied with their work role and family role.

A study conducted by Eliyana and Anwar (2022) revealed a positive effect of quality of work life on the job performance of hospital nurses through the mediation of organizational commitment, job satisfaction and psychological empowerment.

Furthermore, a study on the relationship between work-life balance and employee performance among Indian and Jordanian nurses may help medical entrepreneurs learn more about work-life programs which will help them assess their policies, identify ways to expand organizational policies and possibly even influence industry standards. Additionally, the study's findings may help raise awareness of the problem of employees' job satisfaction and performance (Alharbi, 2023).

As per the social exchange theory (Blau, 1964) and as suggested in several studies, equal career opportunities and work-family balance will result in positive work outcomes (Lämsä & Piilola, 2015).

Thus, the hypothesis will be formulated as follows:

Hypothesis 4: Work-family balance practices have a positive impact on nurses' performance.

3.5. Occupational Health and Safety Practices and Nurses' Performance

Hospital employees who have completed medical education are aware of the hazards that could endanger their health while rendering medical care (Aksay, 2003). Nurses make up the majority of the population as they deal with the most hazards and problems. These include long work hours, a heavy workload, time constraints, difficult duties, caring for patients with severe and terminal illnesses, insufficient breaks, monotonous and unfavorable working conditions among others (Arcelik, Deniz, Yeşildal, Mayda, & Şerifi, 2005). Moreover, nurses experience stress and dissatisfaction due to personnel imbalances and deficiencies in the health system (Dindar, İşsever, Özen, & Tazeyurt, 2004). Occupational health and safety practice aims at setting up suitable levels of physical and psychological well-being of the employees above that specified by the law (Barrena-Martínez et al., 2019; Celma et al., 2014; Dupont et al., 2013; Jamali et al., 2015; Vuontisjärvi, 2006).

According to Gbadago, Amedome, and Honyenuga (2017) employee performance and workplace accidents or injuries are inversely correlated. They confirmed that significant investments in occupational health and safety procedures lower the number of accidents and injuries in businesses. Two immediate benefits were reductions in absenteeism and physical and mental trauma brought on by a fear of a hazardous workplace. These improvements improved employee performance and raised output.

According to Gbadago et al. (2017) numerous authors believe that organizations that actively support occupational health and safety have instant advantages. They argue that when workers perceive that their management genuinely cares about them, it is a sign of effective OHS system management which leads to safer working conditions and benefits like raised employee morale, lowered stress levels, better health, lower absenteeism, higher job satisfaction, lower rates of illnesses and injuries and lower medical costs which in turn effect the institution's performance, workers' attitudes toward their jobs and the perception that employees have of their safety and health.

The impact of occupational health and safety measures on employee performance at the South Tongu District Hospital" at Sogakope in the Volta Region explored the positive effect of occupational health and safety practices on worker performance. Less than 4% of respondents characterized the degree of impact as negative while the majority (96.4%) stated that occupational health and safety measures positively impact employee performance (Gbadago et al., 2017). Thus, the hypothesis will be formulated as follows:

Hypothesis 5: Occupational health and safety practices have a positive impact on nurses' performance.

4. METHODOLOGY, VARIABLE AND SAMPLE DESCRIPTION

The primary purpose of this study is to examine the impact of SRHRM practices on nurses' performance in Lebanon. A questionnaire was adapted based on a questionnaire elaborated, developed and validated by Diaz-Carrion et al. (2019). All variables were measured using a 5-point Likert scale (1 = strongly disagree; 5 = strongly

agree). The dependent variable, nurse performance was measured using three items and based on a quantitative questionnaire elaborated, developed and validated by Diaz-Carrion et al. (2019). Responses were analyzed using SmartPLS software.

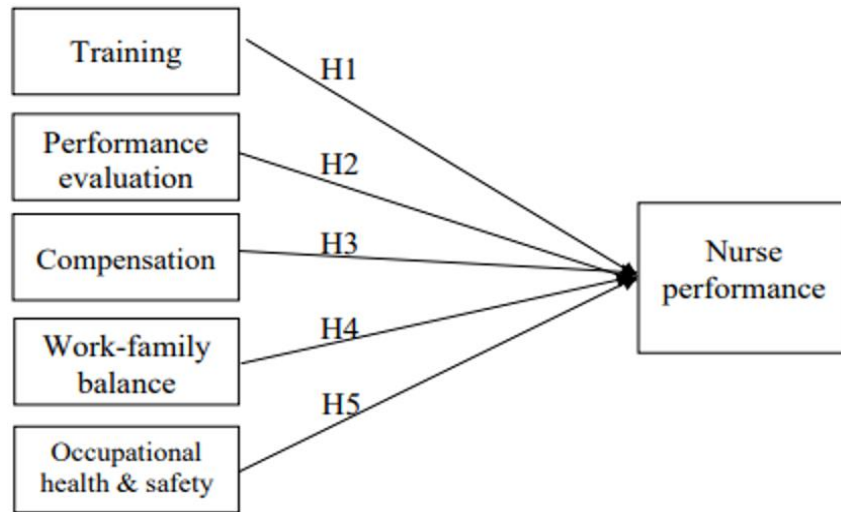


Figure 1. Conceptual framework.

Figure 1 illustrates the conceptual framework that represents the relationships between the five determinants of socially responsible HRM practices (training, performance evaluation, compensation, work-family balance, and occupational health and safety) as independent variables and nurse performance as the dependent variable.

A sample size of 389 nurses from different types of institutions and different regions of Lebanon responded to the questionnaire at a confidence level of 95% and a margin of error of 5% (Zikmund, 1997) out of the 12,838 female nurses covered in the survey. A quantitative survey method was selected and distributed to nurses directly or through the human resources director or manager, nursing director or manager or institutional review board after they ethically examined and approved the questionnaire. In addition, the participants in this study were provided with written informed consent about their responses being used in the analysis for academic purposes. They were also assured that their answers to the questions would be kept confidential.

Descriptive demographic characteristics of the sample (gender, marital status, age, educational level, job position, work experience, time at current workplace, work address, and work sector) were explored. The gender demographic results showed that 109 (28%) respondents were male and 280 (71.9%) was female. Regarding marital status, the sample revealed that 184 (47.3%) respondents were single while 46% were married. 33.4% of respondents were below 26 years. The level of education among the respondents was highest (60.9%) for those holding a bachelor’s degree while for title; it was 66.8% for registered nurses. 47.5% of respondents had work experience of less than ten years. All demographic results are presented in Table 1.

Table 1. Sample description.

Demographics		Frequency			Percent
Demographics	Distribution	Public sector	Private sector	Total	
Gender	Male	41	68	109	28
	Female	122	158	280	7271.9
	Total	163	226	389	100
Marital status	Single	65	119	184	47
	Married	88	91	179	46
	Divorced	8	13	21	5
	Widowed	2	3	5	1

Demographics		Frequency			Percent
Demographics	Distribution	Public sector	Private sector	Total	
	Total	163	226	389	100
Age groups	Below 26	34	96	130	33
	26-35	44	46	90	23
	36-45	60	54	114	29
	46-55	24	26	50	13
	56 and above	1	4	5	1
	Total	163	226	389	100
Educational level	BT	12	18	30	8
	TS	42	36	78	20
	Bachelor's degree	88	149	237	61
	Master's degree	21	23	44	11
	Doctorate's degree	0	0	0	0
	Total	163	226	389	100
Job position	Licensed practical nurse	22	19	41	11
	Registered nurse	102	158	260	69
	Head nurse	10	19	29	7
	Nurse supervisor	9	14	23	6
	Nurse director	20	16	36	9
	Total	163	226	389	100
Work experience	Less than 10 years	60	125	185	48
	11-15 years	36	30	66	17
	16-20 years	30	34	64	16
	21-25 years	23	19	42	11
	26 years and above	14	18	32	8
	Total	163	226	389	100
Work experience at the current hospital	Less than 1 year	23	58	81	21
	1-2 years	17	41	58	15
	3-5 years	19	20	39	10
	6-10 years	28	30	58	15
	More than 10 years	76	77	153	39
	Total	163	226	389	100
Work address	Beirut	29	107	136	35
	Beqaa	24	44	68	17
	Mount Lebanon	36	41	77	20
	Nabatieh	14	1	15	4
	South Lebanon	15	24	39	10
	North Lebanon	45	9	54	14
	Total	163	226	389	100
Work sector	Public	163	0	163	42
	Private	0	226	226	58
	Total	163	226	389	100

5. EMPIRICAL RESULTS

The model demonstrated good reliability with all composite reliability values and most Cronbach's alpha values exceeding the commonly accepted threshold of 0.7 (Pallant, 2010).

Convergent validity was also established with all Average Variance Extracted (AVE) exceeding 0.5, the recommended threshold (Fornell & Larcker, 1981) indicating that the items within each construct explained more than half of the variance in that construct.

Discriminant validity is illustrated by the fact that the square root of the average variance extracted for each construct (across the diagonal) is greater than its shared variance with any other construct (Pearson's correlation coefficient) (Zait & Berteau, 2011). The results are depicted in Table 2.

Table 2. Reliability scores.

Constructs	AVE	Cronbach's alpha	Composite reliability	TRG	PEV	PER	COM	WFB	OHSA
TRG	0.604	0.867	0.901	0.777	0.766	0.702	0.590	0.622	0.629
PEV	0.749	0.832	0.900		0.866	0.754	0.629	0.627	0.630
PER	0.692	0.775	0.870			0.832	0.663	0.622	0.616
COM	0.637	0.905	0.925				0.798	0.727	0.638
WFB	0.585	0.854	0.892					0.765	0.705
OHSA	0.611	0.892	0.916						0.782

After demonstrating the measurement model's validity and reliability, the relationships between the sub-constructs of socially responsible human resource management practices and the nurses' performance were examined. Significant correlations were found between nurse performance and each of performance evaluation with $r(387) = 0.754, p < 0.001$, compensation practices with $r(387) = 0.663, p < 0.001$, work-family balance practices with $r(387) = 0.622, p < 0.001$; occupational health and safety practices with $r(387) = 0.616, p < 0.001$ and training practices with $p < 0.001, r(387) = 0.702$.

Bartlett's test of sphericity confirmed significant correlations ($p < 0.001$) for all constructs, further supporting the appropriateness of factor analysis.

The effect of training practices (TRG) on performance (PER) indicated that TRG has a significant positive effect on PER as the path coefficient is 0.709 and the p-value is 0.000. In addition, the results revealed a significant and direct effect of performance evaluation practices (PEV) predicting performance (PER) (path coefficient = 0.757, p-value = 0.000). Moreover, the calculations of compensation predicting PER (path coefficient = 0.670, p-value = 0.000) showed significant and direct effects. Moreover, a significant direct effect of work family balance practices (WFB) predicting PER (path coefficient = 0.630, p-value = 0.000) and finally, the results revealed that occupational health and safety practices (OHSA) on performance (PER) impact has a significantly positive effect on PER as the path coefficient is 0.619 and the p-value is 0.000. The results are displayed in Table 3.

Table 3. Model analysis.

Path analysis	Path coefficient	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Model fit
TRG -> PER	0.709	0.034	21.113	0.000	0.074
PEV -> PER	0.757	0.028	27.234	0.000	0.073
COM -> PER	0.670	0.032	21.056	0.000	0.063
WFB -> PER	0.630	0.039	16.053	0.000	0.069
OHSA -> PER	0.619	0.061	1.949	0.051	0.072

6. DISCUSSION

The study's results indicated that all the hypotheses are supported. The study highlights the impact of SRHRM on nurses' performance. Furthermore, the study's results revalidate the social exchange theory where the employee performed well when the organizations required his needs.

The elusive nature of this impact necessitates a comprehensive examination of how SRHRM reverberates employee outcomes in understanding the impact of SRHRM on nurses' performance. This lays the groundwork for an in-depth exploration of how these SRHRM contribute to employee performance. Consequently, this section will investigate the nuanced discussions surrounding each hypothesis.

The first result revealed by the current study indicates that the training practices have a positive impact on nurse performance. Thus, this indicated that H1 is supported. In addition, these results are consistent with previous studies (Armstrong, 2012; Burke & Day, 1986; Dermol & Čater, 2013; Hale, 2002; Harel & Tzafrir, 1999; Li et al., 2008; Putra et al., 2024; Samuel & Chipunza, 2009; Vlachos, 2008; Vrontis, Chaarani, Nemar, & Dib, 2021) who posited that training constitutes a pivotal factor influencing nurses' performance. That indicates a beneficial relationship between the education and skill-building activities nurses undergo and their effectiveness on the job. This relationship means that as nurses receive more or better-quality training, their ability to provide high-quality patient care, adhere to protocols and perform their duties efficiently improves. Ongoing training programs are crucial in Lebanon's healthcare system which faces unique challenges such as economic constraints and varying resources.

The second result revealed by this study posits that performance evaluation has a positive effect on nurses' performance. Thus, H2 is supported. These results align with those of Ahmad and Shahzad (2011) and Tessema and Soeters (2006). This result implies that systematically assessing and providing feedback on how nurses perform their duties significantly improves their effectiveness and quality of work. Regular evaluations offer nurses valuable comprehension of their strengths and improvement areas, promoting personal and professional growth. This process helps set clear goals for future performance, coordinates the efforts of nurses with organizational objectives, and identifies training needs to enhance their skills (El Nemar, El-Chaarani, Dandachi, & Castellano, 2022). Additionally, receiving positive feedback and recognition during evaluations can boost morale and motivation, encouraging a greater commitment to delivering high-quality patient care. Consequently, performance evaluations play a vital role in advancing the overall performance of nurses contributing to more effective and efficient healthcare services.

The third result suggested that compensation is positively related to nurses' performance. Thus, H3 is supported. These findings are in line with the previous studies (Al-Qudah et al., 2014; Cardon & Stevens, 2004; Carraher et al., 2006; Chiu et al., 2002; Collins & Clark, 2003; Huselid, 1995; Mondy, 2011; Mulyani et al., 2019; Shahzad et al., 2008; Sturman et al., 2003; Vroom, 1964). This implies that there is a beneficial relationship between the wages and benefits that nurses receive and their effectiveness in their roles. When nurses are fairly compensated with competitive salaries, bonuses, and benefits, they are generally more motivated and satisfied with their jobs, which translate into higher performance levels. Adequate compensation can enhance job satisfaction, reduce turnover rates and encourage a more substantial commitment to delivering high-quality patient care. In essence, well-compensated nurses are more likely to perform better, maintain higher standards of professionalism and exhibit increased dedication to their duties, ultimately leading to improved outcomes in the healthcare sector.

The fourth result indicates that the work-family balance is positively related to nurses' performance. Therefore, H4 is supported. The results are in line with the previous studies by Eliyana and Anwar (2022), Amer, Mohamed Adam, and Abdelrazek (2023), Obrenovic, Jianguo, Khudaykulov, and Khan (2020), Wang, Tsai, Lee, and Ko (2021) and Alharbi (2023). This means that nurses who successfully manage their work responsibilities alongside their family and personal lives tend to perform better in their professional roles. When nurses achieve a healthy balance between work and personal life, they experience less stress, higher job satisfaction and improved well-being, positively impacting their ability to provide quality patient care. Effective work-family balance reduces burnout and fatigue allowing nurses to be more focused, attentive and efficient at work. This equilibrium supports nurses in being more engaged, productive and committed to their roles, ultimately enhancing their overall performance and contributing to better outcomes in the healthcare environment.

The fifth result indicated that occupational health and safety positively affect nurses' performance. Thus, H5 is supported. The study's results are consistent with the previous studies by Gbadago et al. (2017), Blau (1964) and Lämsä and Piilola (2015). However, the results of this study contradict the study of Ekowati and Amin (2019) who revealed that the performance of employees is not directly impacted by workplace safety or health. Ensuring a safe and healthy work environment significantly enhances how effectively nurses carry out their duties and perform their tasks. When nurses work in settings that prioritize their physical and mental well-being such as having appropriate safety measures, access to personal protective equipment and ergonomic workspaces they are less likely to experience injuries or stress. This focus on occupational health and safety not only protects nurses from harm but also promotes a supportive and advantageous work atmosphere. As a result, nurses are more likely to be focused, motivated and capable of providing high-quality patient care. Lastly, a strong commitment to

occupational health and safety leads to better job satisfaction, lower absenteeism and improved overall performance among nurses contributing to more effective and efficient healthcare delivery.

7. CONCLUSION AND IMPLICATIONS

7.1. Conclusion

The findings highlight the significant and positive impact of various practices on nurses' performance in the healthcare sector. Training plays a critical role in enhancing clinical competencies and job productivity. At the same time, performance evaluations provide valuable feedback and goal-setting that encourages continuous professional growth and higher standards of patient care. Fair compensation is crucial in boosting job satisfaction, reducing turnover, and encouraging a committed and motivated nursing workforce. Achieving a healthy work-family balance helps reduce stress and leaving, resulting in more engaged and focused nurses who deliver higher patient care. Furthermore, ensuring a safe and healthy work environment protects nurses from harm reduces stress and enhances their focus and productivity leading to improved overall performance and higher-quality patient care.

7.2. Theoretical Implications

These perceptions support the development of cohesive performance models that incorporate training, performance evaluation, compensation, work-life balance, and occupational health and safety as key factors of nurses' performance. The relationship between compensation and performance is in line with motivational theories and social exchange theory which highlight the importance of fair compensation and good treatment of employees for enhancing employee performance. The significant impact of work-family balance on performance led researchers to suggest that flexible work arrangements and family support policies can improve job performance. Moreover, the relationship between occupational health and safety and performance underlines the relevance of safety frameworks such as the safety climate and organizational health model which support and prioritize employee well-being to achieve optimal organizational outcomes. In addition, the results of the study shed light on several elements that affect employee performance and led the researchers to better understand the importance of SRHRM on employee performance.

7.3. Practical Implications

The findings of the research lead to several practical implications. Healthcare organizations must prioritize continuous and high-quality training programs tailored to nurses' specific needs to maintain and enhance clinical competencies and patient care quality. Implementing strong performance evaluation systems that provide regular, constructive feedback and clear goal-setting can significantly boost nurses' job performance. Human resources managers should also offer competitive salaries and comprehensive benefits packages to retain and motivate nursing staff, ensuring job satisfaction and reduced turnover. Policymakers should support work-family balance such as flexible scheduling and leave options, essential to help nurses manage their personal and professional lives effectively. Lastly, encouraging a safe and healthy work environment by providing adequate protective equipment, happiness in the workplace, and mental health support is essential to reduce stress and injury, allowing nurses to keep focused and motivated, ultimately leading to better healthcare outcomes and patient satisfaction.

7.4. Limitations and Future Research

This study has several limitations. One of the study's limitations is its small sample size which could limit how broadly the results can be applied to the Lebanese healthcare system and possibly ignore various hospital and clinic settings. Furthermore, the study excluded other potentially significant variables, including leadership styles, organizational culture, and technology improvements, to focus only on training, performance evaluation, compensation, work-family balance and occupational health and safety. Moreover, the lack of mediators and moderators in the research restricts the ability to comprehend the interactions between these variables and how they affect the performance of nurses. Future research should incorporate a wider range of variables, increase sample sizes to improve representativeness and investigate mediators and moderators to clarify the underlying mechanisms that effectively shape nurse performance.

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INSTITUTIONAL REVIEW BOARD STATEMENT

The Ethical Committee of the Mount Lebanon Hospital, Lebanon has granted approval for this study (Ref. No. HOP-2024-001).

TRANSPARENCY

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

COMPETING INTERESTS

The authors declare that they have no competing interests.

AUTHORS' CONTRIBUTIONS

Design, data collection and writing, M.H.; careful supervision and revision of manuscript, A.R.B.; careful supervision and data analysis, H.C. All authors have read and agreed to the published version of the manuscript.

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