The Influence of HRM Practices on Performance Management: Insights from Hummingbirds Health Pte. Lte.

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ABSTRACT: Employee behavior, motivation, and performance are influenced by Human Resource Management (HRM) policies and practices. This is especially seen in the fast-growing and tech-driven sectors like healthcare technology. Although there is plenty of research showing the link between HRM practices and employee performance, the majority of the research has looked at large companies and used only quantitative methods. This has created a gap in the understanding of how HRM practices effect performance management in healthcare technology startups from a qualitative point of view. Therefore, this study sought to understand the impact of HRM practices on performance management in Hummingbird Health Pte. Ltd., a radiology and medical imaging technology company located in Asia. In this study, a methodological triangulation was employed through purposive sampling consisting of three participants from strategic, operational, and administrative levels who participated in the study using semi-structured interviews and structured questionnaires. This study focused on the following core six HRM practices which included training and development, performance appraisal, teamwork, employee participation, job definition and compensation, as these practices were analyzed using the Ability Motivation Opportunity (AMO) Theory. Study findings suggest that structured training and development programs cultivated employee knowledge and self-assurance, while performance evaluations based on KPIs defined boundaries and strengthened responsibility. Employees' support and collaboration demonstrated teamwork as a significant driver through collective problem solving. Performance of employees was supported with clear job definitions, yet in a start-up setting the changing of one's role led to difficulties in fair performance evaluations. Compensation tied to performance was seen as motivational and encouraged continued effort. In summary, the research illustrates the significance of integrating HRM processes systemically within the parameters of performance management for organizational efficiency in healthcare technology start-up enterprises. The results provide HR professionals and managers with opportunities to enhance the substantive and developmental aspects of HRM and strengthen performance management.

Keywords: Human Resource Management Practices, Performance Management, Healthcare, Employee Performance, AMO Theory

I. INTRODUCTION

Human Resources Management (HRM) is extremely important in guiding and managing employees' behavior, motivation and performance within and across organizations. The core functions of HRM show that, in the realm of performance and appraisal management, these practices facilitate the integration of individual efforts within the framework of the organization through training systems, evaluation of individual performance, teamwork, participative management, job design, and compensation systems. The efficiencies gained through the performance of employees is of utmost importance in organizations that compete in volatile and high-risk industries, where the employees' performances impact service delivery, effectiveness of the operations, and sustainability of the organization. Conceptual research efforts explain that the systems of performance management and HRM systems that are selective and more strategically aligned facilitate higher effectiveness and productivity of the organization, and performance of the organization over the long term (Radha & Aithal, 2023).

In the health care technology industry, the changes brought about by technology, and the need to manage changes in the workplace seamlessly, make the role of HRM practices more demanding. HRM sector needs to ensure that health care employees are developed and supported continuously through high performance HRM practices such as training, performance management, and empowerment to sustain capability and organizational outcomes in the digitalizing environment (Malik et al 2024). Start-up health care in particular face more challenges due to lack of resources, ever changing job description, and increasing operational requirements. Determining the extent to which the HRM practices have supported the performance of health care Multinational Corporations will determine the success of the Multinational Corporation.

Hummingbird Health Pte. Ltd. offers a range of innovative services and products. The company improves radiology service operations and workflows and uses radiology and medical imaging technology. This company enhances radiology services and medical imaging technology. This organization's improvement of operational processes and employee skills offers a unique opportunity to assess the effect of specific HRM practices on organizational productivity. In the context of the company, the employee and the management knowledge impact of the HRM practices specific to healthcare and the actual healthcare performance management system are studied.

Although there is a substantial body of literature confirming the relationship between employee performance and human resource management (HRM) practices, it appears that most of this literature is based on large firms and/or public administrations, and uses a dominant quantitative survey methodology. There is still a need to understand the impact of HRM practices on employee performance management in small and medium-sized enterprises in the health technology sector, particularly from the perspectives of employees and managers. Furthermore, previous studies have tended to isolate HRM practice trends from consideration of how the various HRM practice trends impact the performance management system in an organization.

As seen in healthcare startups such as Hummingbird Health Pte. Ltd., challenges such as role confusion, uneven workload distribution, resource availability, and the balance between HR policies and work are of concern. Even if there is a clear policy framework governing human resource management, there may be gaps between policy expectations and practice that may negatively impact human resource performance and/or motivation. The absence of a qualitative perspective in the analysis makes it difficult to theorize about the consequences of the policy and the impact it has on performance management in the workplace.

Thus, there is an organizationally-specific qualitative case study which explores how HRM practices impact performance management through the use of triangulated data. This study focuses on the HRM practices at Hummingbird Health Pte. Ltd. and, through the use of interviews and staff questionnaires, contributes context to the understanding of the linkage between HRM practices and performance management in outcome within a healthcare technology start-up.

The study enriches the HRM literature by paying attention to the first qualitative examination of the HRM practices' impact on performance management in a healthcare technology start-up. This study's triangulation outputs the different roles in the organization and offers a greater variety of perspective regarding the intricacy of HRM and the non-evidence-based performance. The findings of this study can help healthcare and technology-oriented organizations' HR practitioners and managers in the organization in better pursuing performance management in the organisations.

The research also provides management with the opportunity to make evidence-based decisions regarding the design of training programs, improvement of performance evaluations, and employee engagement strategies. Other similar organizations aiming to optimize the alignment of HRM and employee performance will also benefit from the results of this study.

II.   LITERATURE REVIEW
2.1 Human Resource Management Practices and Performance Management

The role of Human Resource Management (HRM) practices as a determinant of productivity and performance has been recognized over the years. The management and administrative functions and processes involved in recruiting, developing, and retaining an organization's employees in a manner that helps the company achieve its goals are referred to as human resource management. Previous research has proven that different organizations can achieve different levels of performance as a result of implementing certain strategies of HRM practices in an organization such as training, incentives, selective hiring, and decentralized decision-making (Anwar & Abdullah, 2021). The performance of employees who are within the scope of the organization's objectives is coordinated, predicted, monitored, and evaluated and this practice of performance management is an important aspect of every HRM. Rather than having each HRM activity, practice, and mechanism as separate and isolated, effective performance management is designed in such a way that it functions coherently within the HR system.

Research has shown how firms that implement human resource management strategies tend to experience improved employee performance, productivity, and commitment to the organization. Areas such as training and development, performance appraisal, teamwork, employee participation, job design, and compensation have been shown to influence performance outcomes. These practices shape employee behavior by clarifying expectations, enhancing skills, encouraging collaboration, and evoking motivation, contributing to individual and organizational performance (Pasumarti et al., 2022).

In healthcare and technology-oriented companies, as well as other dynamic, knowledge-based industries, the application of HRM practices within the frameworks of performance management systems is of great value. The employees in these industries need to adjust to frequent changes in technology, and to regulations that are both stringent and require a high degree of accuracy and efficiency. Therefore, the operational performance of the organization, and the HRM practices that are designed to sustain it, must also embrace the capacity for continual learning to be adaptable.

2.2 Training and Development and Performance Management

One of the most critical HRM practices that boosts employee performance by fostering knowledge, skills, and competencies is training and development. Initiatives directed at training are intended to fill skill gaps, increase efficiency at tasks, and prepare employees to meet the demands of the job as they continuously change. In the context of performance management systems, activities that focus on development and training interventions are vital to bolstering ongoing improvement and sustained performance growth by cultivating employee capabilities and organizational productivity (Bristol-Alagbariya et al., 2022).

Employees are more effective and productive over time and with continued training, as demonstrated through organized and methodical training. There is a positive relationship between organizational effectiveness and employee training that is aligned with organizational competencies and systematic training. Employees are more likely to meet performance expectations and organizational effectiveness increases. According to competency-based training, employees are able to execute tasks better, work processes become more efficient, and there are an overall increased capability and confidence in performing tasks and roles (Fejfarová & Fejfar, 2022).

The consistently organized ongoing training programs enhance efficiency and productivity of employees as demonstrated by research. When training is closely aligned with the organization's strategy and performance goals, employees are more able to reach and maintain the desired quality of service and they are able to sustain the service required. Training is critical to improving confidence in the completion of given tasks but also improves operational flows, activates seamless execution of given tasks, and reduces mistakes. (Mamy et al., 2020).

2.3 Performance Appraisal Systems and Employee Performance

Employee performance reviews are evaluations of workers in a company involving a process of comparing the worker's performance of a given period against previously set benchmarks and indicators of performance. Performance of employees is usually compared based on degree of tasks finalized, degree of achievement of set key performance indicators (KPIs), attainment of predefined behavior competencies, and general performance in relation to the organization`s goals. If an organization employee a well thought out performance appraisal system, employees are given unambiguous expectations, a safe and protected environment to relay deficiencies, and tools to improve (Dangol, 2021).

Santi and Rahim (2021) report that appraisal systems fostering feedback conversations and developmental support are beneficial for employee productivity and that benefit is particularly pronounced if such systems are appraised fairly. Employees are more likely to accept feedback if they understand how their performance is being evaluated and if they believe that their evaluations are formed through objective lenses. Employees are more involved and perform better through development-focused appraisal systems that promote performance growth as opposed to performance deficit.

Appraisal systems connect personal performance to the organizational goals within performance management. This helps employees receive feedback on how they can change their behavior, target their efforts, and make their work align with the top goals. But research shows that appraisal systems using only quantitative feedbacks are inefficient in complex and/or enriched job roles that have multiplicity in performance outcomes. This points to the need to use qualitative information in addition to formal performance metrics to help in engagement and performance improvement on a continuous basis (Alsafadi & Altahat, 2021).

2.4 Teamwork and Collaborative Performance

According to Askari et al (2020), teamwork is defined as how much employees assist one another and come together to accomplish a shared goal. Askari et al (2020) states that in today's organizations, teamwork is becoming a critical element of performance management, in particular, intricate operational settings where task interdependence is needed.

Research shows that positive collaboration within teams boosts problem-solving skills and increases efficiency in the workplace (Martono et al., 2020). Teams that have free flowing communication and make decisions together are able to create better solutions in a timely manner compared to their competitors. Teams in an organization are able to improve the communication and encourage and share the collective responsibility and commitment toward the set objectives (Martono et al., 2020).

Coordination and collaboration among team members is crucial since healthcare and other technology driven organization have to integrate their functionality across technical, operational, and administrative areas. Employees working in the same cohesive team are able to share their knowledge, distribute their work to enhance efficiency, and ensure work is seamless. Therefore, the Human Resource Management approaches and techniques that enhance the collaboration among employees. teamwork and collaboration in the workplace that in turn enhance the workplace efficiency and productivity.

2.5 Employee Participation and Performance Outcomes

Employee participation is how much employees are included in the decision-making, issue resolution, and advancement of the organization. Participative HRM practices that empower employees include letting them have a say in issues pertaining to their work and performance. This sort of engagement is documented to improve psychological ownership, job satisfaction, and commitment to the goals of the organization (Weber et al., 2019).

The studies imply that performance is positively effected while participation is complemented with and contributes toward worker productivity and participation increased at levels of employee engagement and innovative response. Outcome related and proactive worker behaviors are exhibited when employees are active players into the decision making. From participation with decision layer are improved within each level of the organization reducing ambiguity while and goals performance working improved are aligned (Jain, Chawla, & Arya, 2021).

Employee involvement in operational processes helps performance management systems achieve a desired goal of enhancing ongoing improvements through employee feedback. This is particularly useful in flexible organizations where employees on the front line hold substantial knowledge concerning the processes and workflow difficulties. However, the success of participatory practices is influenced by the management's attitude towards employee feedback and the overall organizational culture (Kruse, 2022).

2.6 Job Definition, Role Clarity, and Performance Management

Job definition entails how precisely and accurately job functions, responsibilities, and performance benchmarks are articulated. Employees are provided clear job descriptions and competency frameworks and are provided a clear and structured understanding of what is expected of them and how they are supposed to perform. The academic literature argues that clearly articulated competencies and role expectations will facilitate effective job performance by channeling employee behavior in a manner that aligns their contributions with the overall organizational objectives (Wong, 2020).

Studies show employees with high levels of role clarity are able to discern task expectations more easily, which aids in proper functioning at work while decreasing work-related strain. Clearly defined jobs reduce ambiguity and role overload which in turn alleviates stress and confusion over responsibilities. Therefore, the opposite of this can also be true. Poorly defined or vaguer roles can cause role overload and ambiguity and have been proven to correlate to higher levels of burnout and other negative work-related outcomes. Clearly defining role expectations is therefore crucial to attain clarity on the role and how it should be carried out and assessed (Vullinghs et al., 2020).

In fast-growing businesses and dynamic environments, job roles have to change to meet the needs of the organization. While this increase in flexibility may result in better adaptability, a gap between the actual responsibilities of a job and the formally defined role can lead to challenges concerning the reviewing of performance and accountability. Literature on performance management systems suggests that employees will improve their performance for the system when the performance evaluation criteria are seen to accurately (and fairly) represent the performance of the employee. The reverse is true when employees evaluate their responsibilities and performance criteria as role expectations are vague (or are not current). Thus, there's clearly a need for job roles to be reviewed in order to enhance alignment between performance management systems and the actual work employees carry out (Awan et al., 2020).

2.7 Compensation, Rewards, and Performance Motivation

Motivating employees as well as reinforcing certain desired behaviors hinges upon the organizations compensation and reward systems. These systems of reward and recognition signal the organizations requirements by providing performance linked compensation, incentives, and awards. Employees are encouraged to meet desired performance standards. Employees display enhanced motivation, increased accountability, and better performance at work when the compensation and rewards are linked to the performance of the employee. These employees, in turn, have a positive impact on the organization (Ridwannudin & Sadat, 2023).

Evidence from numerous studies shows the value of congruence between compensation systems with performance outcomes on the overall effort and an improvement in commitment of the employee. When payouts are connected to an objective quantifiable metric employees are much more incentivized to work towards the attainment of the goals of the organization. The added motivation and improvement on performance levels of the employees are

facilitated by financial rewards and non-financial rewards such as acknowledgement and development opportunities (Reddy, 2020).

Within the performance management systems, compensation acts as a linking mechanism. Rewards can be tied to various forms of motivation. However, this phenomenon has been cautioned in the literature, where compensation systems need to be balanced so as to not create a situation with too much stress or unhealthy competition. In knowledge-based companies, complementary to the financial compensation, intrinsic motivation and the prospects of professional growth are the ones needed for the long term performance to be a positive one.

2.8 Underpinning Theory of the Study

The theory is based on the Ability Motivation Opportunity (AMO) Theory, which seeks to explain the relationship between Human Resource Management practices (HRM) and employee performance. Within the AMO Theory, employee performance is a function of three things: the employee must have the ability to perform the tasks, have the desire to put in the effort, and have the opportunity to practice the skills and engage in the workflows meaningfully. As stated in the latest work of Bos-Nehles et al. (2023), HRM works in the improvement of performance of the organization by developing more employees on a systematic basis, enhancing their motivation, and providing organizational settings that will empower the employees to utilize their skills.

The employee's ability is also dependent on the training and development in terms of HRM by enhancing the knowledge, skills, and competencies required in the successful execution of job tasks. Motivation is influenced by the systems of performance appraisal and compensation by providing feedback, performance linked recognition, and rewards. On the other hand, the collaboration, employee involvement, and unambiguous job definition provide avenues for employees to utilize their skills, work with others and passively participate in the processes of decision making and problem solving.

AMO theory is applicable to most Health Tech organizations, like Hummingbird Health Pte. Ltd. because business performance relies on technical skills, responsibility, and multi-unit cooperation. Employee performance in the health sector is influenced by ability, motivation, and opportunity; this is enlarged in settings like these which require constant change and adaptation. This makes supportive supervision, readiness and skills, and participative organizational climate necessary to maintain performance and service quality, and thus the need for HRM practices to improve the three AMO elements (Lin et al., 2024).

This research has a theoretical basis on AMO and prior literature on the field, focusing on the relationship between HRM and performance management of Hummingbird Health Pte. Ltd. Positing HRM practices as the independent variables and performance management as the dependent variable, this framework explains the way different HRM practices combined effect the performance of the employees. The conceptual framework of the research is illustrated in Figure 2.1.
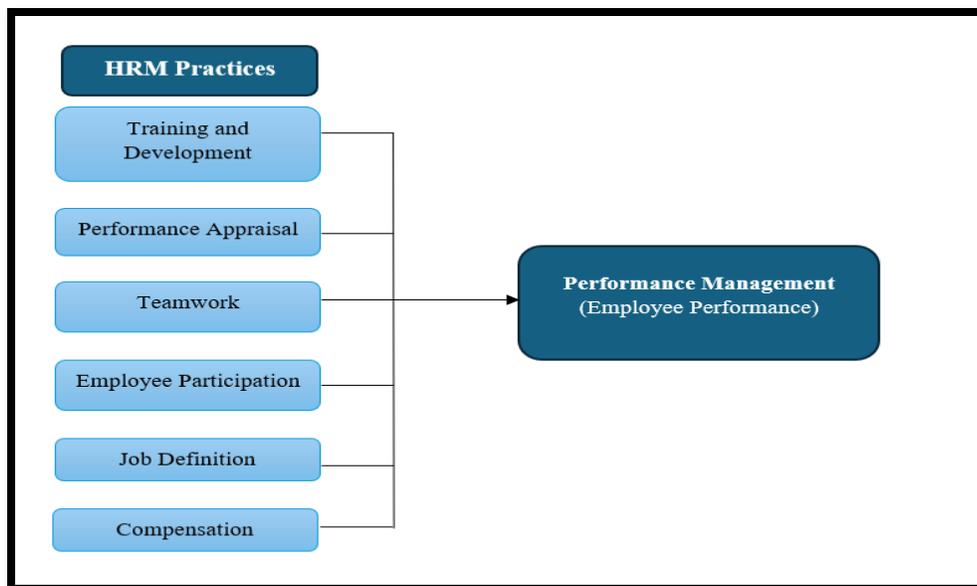

Figure 2.1: Conceptual Framework of the Influence of HRM Practices on Performance Management at Hummingbird Health Pte. Ltd.

III. METHODOLOGY

3.1 Research Design

This study adopted a qualitative case study research design to examine the influence of Human Resource Management (HRM) practices on performance management at Hummingbird Health Pte. Ltd. A qualitative approach was considered appropriate as it enables an in-depth exploration of employee and managerial perceptions, experiences, and interpretations of HRM practices within their real organisational context. Unlike quantitative methods that primarily focus on numerical relationships, qualitative case study research facilitates a deeper understanding of how organisational practices are implemented and experienced in practice, thereby generating contextually grounded insights (Mishra & Dey, 2022).

The purpose of this research is to analyze the impact of Human Resource Management on the performance of Hummingbird Health Pte. Ltd. by using qualitative research design. Employees and manager's experiences in the organization and the HRM practices are studied in its elements. Given the purpose of this research, using qualitative rather than quantitative methods allow for greater understanding of relationships in the organization beyond being numerical. Qualitative case study research methods aim to understand and analyze organizational practices on the ground from the perspective of the constituents in an organization (Mishra & Dey, 2022).

3.2 Research Context: Hummingbird Health Pte. Ltd.

Hummingbird Health Pte. Ltd. is an Asia-based healthcare technology start-up looking to improve the delivery of radiology services through innovative advanced medical imaging and data solutions. The advanced medical imaging and data service technology the start-up offers is tailored to meet the healthcare technology delivery needs of the entire Asia region. The organization operates in a highly innovative and technology-oriented field and as such has placed a premium on the innovation and efficiency of operations and on developing personnel to meet the organization's long-term goal of developing a patient-centered healthcare delivery system.

3.3 Research Participants and Sampling

Chosen through purposive sampling, three participants took part in the study based on the knowledge and experience that they possessed surrounding the HRM practices and performance management in the organization. This purposive sampling technique is ideal, since it allows the study to focus on the most relevant participants, to the objectives of the research. The participants were a senior management member in charge of the strategic HR policy and decision-making, an operations manager in charge of the daily activities and team performance, and an administrative, or HR staff member directly involved in the management and performance of the manpower or employees. Such an arrangement allowed the research to get insights from the strategic as well as the operational perspectives, thus reinforcing the qualitative findings from the study with more depth and enhancing the credibility and trustworthiness (Tajik et al., 2025).

3.4 Data Collection Methods

To improve on the findings' rigor and depth, the study adopted a methodological triangulation approach via semi-structured interviews and structured questionnaires. Methodological triangulation allows different methods to be used to obtain data, which can then be verified across the various methods. This approach minimizes bias and improves the rigor of the applicable findings. While using different data collection methods, triangulation provides better findings to facilitate stronger and credible understanding of the phenomenon under study (Donkoh & Mensah, 2023).

3.4.1 Semi-Structured Interviews

To gain a deeper understanding of the perceptions of the HRM practices and how these HRM Practices Influence Performance Management, semi-structured interviewing was carried out with three respondents. Due to the difference in data collection interviewing style, each participant was assisted with having to share their insights in a manner that was unencumbered, while still ensuring that uniformity across the interviews would be maintained. All interviews carried out were of an informal nature with the participant having the option to remain and stay while their submission was submitted. For the sake of the recording of interviews, and per the request of each interviewee, the interviews were recorded in a manner that was not audio recorded, and hence it was their responsibility to decide if they would leave.

3.4.2 Structured Questionnaires

To complement the interviews for the purpose of data triangulation, the same participants were also given structured questionnaires. Items in the questionnaire were closed-ended and were measured on a five-point Likert scale ranging from Strongly Disagree to Strongly Agree. As the items on the questionnaire were also based on previous studies to measure HRM practices and outcome of performance management, content validity was ensured.

3.5 Data Analysis Technique

The interview data were organized following the process of thematic analysis which looks for salient patterns around the themes of HRM practices and performance management. The questionnaire responses were regarded in a descriptive manner to corroborate the interview findings and ensure a more holistic assessment of the outcomes.

3.6 Ethical Considerations

The study put qualitative ethical considerations at the forefront of the study. Data collection was voluntary and each participant was assigned role-based descriptions. Participants were and are free to leave the study at any point. All advocacy was strictly theoretical and was processed per established qualitative research ethical parameters (Laryeafio & Ogbewe, 2023).

3.7 Methodological Limitations

With regards to the previous section on HRM practices and performance management, this research also had some limitations. One such constraint which has been discussed earlier, is the small sample size and the study being research of a single organization, which makes the results less generalizable (Yarkoni, 2020). Moreover, the study relied on self-reports, which means the data may be influenced by some level of subject bias. Nevertheless, the limitations of this study were overshadowed by the method of triangulation, which increased the plausibility and dependability of the results.

IV.   ANALYSIS AND DISCUSSION

This section analyses the data in this research study about the impact of HRM practices on performance management at Hummingbird Health Pte. Ltd. Several interviews and questionnaires were utilized and, with the triangulated approach, the data were assessed through the lens of the conceptual framework discussed earlier. The results have been structured thematically with respect to six HRM practices, with qualitative data from the interviews bolstering the quantitative data from the questionnaires and the data compared with the performance management variables.

4.1 Training and Development and Performance Management

Training and development have positively influenced performance management at Hummingbird Health Pte. Ltd. Participants in the interviews stated uniformly and consistently that the training that was available was sufficient to meet the needs of the annual key performance indicators and continuous professional development. One of the interviewees remarked that training assisted in better comprehension of the requisites that various positions entailed and that, in turn, increased the level of accurate and confident execution of the tasks involved in the performance of the role.

These perceptions are consistent with the responses from the questionnaires which state that participants agree that the organization practices need assessment in training, provides formal comprehensive training, and develops training programs that are congruent with the organization's strategy. Given the alignment of the qualitative and quantitative data, it may be concluded that training and development offerings at Hummingbird Health are viewed as being designed with intention. This evidence aligns with earlier research that indicated that organized and competency-oriented training improves employee skills, efficiency, and self-assurance which then promotes appropriate performance management and continual productivity (Mamy et al., 2020). The summary of HRM Practices and Performance Management Findings at Hummingbird Health Pte. Ltd. stated at Table 4.1.

HRM Practice (Theme)	Key Interview Insights	Questionnaire Support	Performance Management Outcome
Training and Development	Training described as structured and continuous (CEO), adequate for KPIs and role understanding (Admin), and supported by onboarding and annual training (Ops).	Questionnaire items on extensive programmes, formal identification of needs, onboarding training were completed.	Improves accuracy, efficiency, confidence, and readiness to meet standards.
Performance Appraisal	KPI-driven appraisal communicated clearly (CEO, Admin). Ops highlighted KPIs plus	Appraisal items were completed, including objective measurement, counselling, trust, and	Clarifies expectations, focuses effort on priorities, supports improvement.

	qualitative feedback and development focus.	behaviour influence.	
Teamwork	Teamwork described as collaborative and essential for outcomes (all three).	Team problem-solving items were completed.	Improves problem-solving speed, reduces bottlenecks, enhances service quality.
Employee Participation	Suggestions encouraged via meetings and channels (CEO). Cross-department input improves performance (Admin). Participation increases ownership and solution quality (Ops).	Participation items were completed (decision involvement, suggestions, problem solving).	Enhances engagement, ownership, and performance effectiveness.
Job Definition	CEO and Admin reported clear duties and JD match. Ops noted roles evolve rapidly and formal job definitions may not reflect actual work.	Job definition items were completed.	Role clarity supports accountability, but evolving roles may challenge fair measurement.
Compensation	Merit-based, performance-linked rewards reported by CEO; motivation to work harder (Admin); incentive bonuses for exceeding KPIs (Ops).	Compensation items were completed (performance-linked incentives, competence, profit sharing).	Reinforces accountability and motivates target achievement.

Table 4.1: Encapsulates the major themes under interviews and questionnaires about HRM practices and performance management at Hummingbird Health Pte. Ltd.

4.2 Performance Appraisal and Employee Performance

Employees communication and performance evaluation as big part of management process, focusing employee performance appraisal process. Interview participants reported associating performance evaluation as frequency based on key performance indicators, also that appraisal criteria are clearly defined and communicated beforehand. Transparent and fairly appraising systems aid and lead participants to know performance appraisal systems implemented in order to better understand employee performance expectations.

According to the questionnaires results, the participants believe that performance appraisal is transparent, anchored to KPIs, and include both quantitative and qualitative metrics to inform and drive development. This approach fosters understanding, directs employees' attention and enables the organization to assist employees with performance development.

Regardless of this, there is a limit when it comes to the appraisal process. In the interviews, one participant explained this regarding the administrative roles and how there are specific duties that one would have a problem quantifying. As a result, it was profile analyzed where she was encouraged to work on the recognition of work, team collaboration, and the overall progress and improvements of an individual person and have that be a contribution to the appraisal system. This is a prime example of how performance management is intricately intermixed with the problem of picking and choosing concerns that can only be seen through numbers.

With this said, there is still some value that the performance appraisal system at Hummingbird Health providers in terms of shaping and enhancing the overall performance that is expected from employees, and even strengthening some of the aspects of accountability. This conclusion concurs with other studies indicating that the transparency of development-oriented appraisal systems fosters employee willingness to accept performance assessments and stimulates ongoing improvements (Santi & Rahim, 2021).

4.3 Teamwork and Performance Effectiveness

The literature affirms the importance of collaboration within teams during the accomplishment of operational goals, within the management of performance workplaces. Participants of the interview enumerated the importance of collaboration for accomplishment of goals and resolution of issues within the sphere of work. Partnership between coworkers was seen as imperative for the alleviation of tasks, as well as satisfying the needs of the organization, particularly the dynamic environment of healthcare technology.

Predominantly, the responses towards the questionnaire results coincided with the team-based problem solving to the extent where the work processes improved, and the analytical results were in agreement with the findings where team member opinions were validated. The overall positive results and findings indicate that collaborative work has definitely integrated itself in the system. Denoting that, the positive effects have also radiated towards the management of organizational performance activities and processes. This result corroborates the literature which shows that collaboration increases the ability to solve problems and improve structure and performance in organisations, especially organisations in environments with interdependent tasks (Martono et al., 2020).

4.4 Employee Participation and Performance Outcomes

Hummingbird Health Pte. Ltd. recognizes employee engagement and participation as a key driver in the achievement of organization-wide performance objectives. Feedback from interviewees indicates the company motivates employees to advance their ideas and take part in certain decisions. One interviewee noted the importance of participation by employees in the formulation of decisions, insofar as employee participation greatly improves achievement of work outcomes, as various jobs require collaboration among several units.

The gathered questionnaires suggest that employees are permitted to take part in operational decision making, make suggestions, and are involved in problematic activities. The uniformity of these findings across various data sources indicates that the organization has participative HRM practices. Likewise, as Jain et al (2021) explored similar variables, their findings corroborate this finding as their study also concluded that when employees are engaged in participative decision making, they are more likely to demonstrate active involvement in their work, demonstrate higher levels of psychological ownership, increased responsibility, and ultimately, enhanced performance.

4.5 Job Definition and Role Clarity

Clear job definition was evident as a factor supporting performance management. Interview study participants noted that they had specific job duties and responsibilities and that there was congruence between job descriptions and actual work completed. Role clarity was seen to assist employees in concentrating on their tasks and managing their expectations.

The perception of role clarity is heightened even further by the questionnaire results which state that the respondents agree that the organization outlines job functions, job descriptions are kept current, and that employees comprehend their obligations. This indicates that role clarity is likely to be a well-established phenomenon within the organization. This aligns with work which shows that clearly defined jobs reduce role ambiguity, improve focus on tasks at hand, and bring consistency in the evaluation of performance (Vullinghs et al., 2020).

4.6 Compensation and Performance Motivation

As stated in the report, Interview respondents said that motivation was to do with compensation, although, in their opinion, compensation and rewards were perceived as fairly proportion to performance, and that that particular compensation system enabled and motivated them to put in greater effort. This indicates that compensation systems at Hummingbird Health act as a supporting mechanism in the performance management integrated system.

Questionnaires responses further indicate agreement on whether job performance effects incentive compensation, whether compensation is associated with an employee's skill level, and whether rewards are based (or, aligned) on the performance outcomes. These conclusions indicate that the organization's compensation package does assist in performance- based motivation. This is supported by the findings indicating that motivation of employees is enhanced with clear indicator of performances due to compensations that are related to performance of employees (Ridwannudin & Sadat, 2023).

V.   RECOMMENDATIONS AND MANAGERIAL IMPLICATIONS

This section offers recommendations and managerial implications that are built on the triangulated results from employee interviews and surveys combined with the posts. The recommendations aim at further refining the integration of HRM practices and performance management results at Hummingbird Health Pte. Ltd. in terms of

fairness, employee wellbeing, capability development, and sustained performance within a rapidly changing healthcare technology ecosystem.

5.1 Recommendations to Strengthen HRM Practices and Performance Management

5.1.1 Strengthen real time feedback and coaching within performance appraisal

Interview results show that performance evaluations are predominantly KPI-driven and viewed as just with no bias or subjectivity due to measurable indicators and set expectations. However, participants suggested improvements such as mechanisms for real-time feedback and more intense feedback or coaching from leaders. In order to advance performance management, the company ought to institute monthly and/or quarterly evaluations alongside annual appraisals to give feedback on specific progress, obstacles, and coaching strategies. This mitigates end-of-year performance surprises and strengthens ongoing efforts towards improvement, in keeping with the extant literature on the annual performance review as a sub-optimal tool and the continuous feedback approach as a more effective mechanism to aid performance and goal congruence (Idrus, 2023).

5.1.2 Improve holistic evaluation for administrative work and non-quantifiable contributions

One participant noted that some of the administrative duties` hard work has nothing to show for them. There is a need to broaden the framework for appraising administrative effort to include recognition of work effort, collaboration, and advancement. This is especially salient to the complexities of a startup milieu. As evidenced by the literature advocating for holistic and systemic approaches to evaluation, Zappala (2020), the company should implement qualitative measures of evaluation, such as obtaining behavioral indicators, contribution statements, and team member feedback, to account for work that may be elusive, yet is valuable.

5.1.3 Update job descriptions more frequently to reflect evolving roles

Discrepancies between formal HRM practices and the description of the roles have been discussed in literature in settings where the organization is undergoing change and the complexity of roles demands a greater degree of flexibility in the performance of work (Brunetto & Beattie, 2019). The organization should, therefore, set an orderly job role review cycle, say every six months, to refine role responsibilities and the outputs expected of them, especially for roles where the changes are rapid.

5.1.4 Address manpower constraints and workload balancing to protect performance outcomes

A critical shortage of manpower has been identified as a key factor leading to unbalanced workloads and reduced performance. To avoid this issue, the institution should enhance the workforce via stronger workforce planning based on demand forecasting, reviewing workloads, implementing cross training, providing temporary support during high demand periods, and monitoring workloads to avoid burnout and maintain productivity (Lindsay, 2024).

5.1.5 Strengthen talent pipeline development and recruitment strategy for specialized roles

There existed some slight inconsistences in the development of the talent pipeline and in the acquisition and development of specialized talent. Hummingbird Health ought to continue developing pipeline through building university partnerships and through developing internships, mentorships, and selective networking as suggested by strategic HR to keep the organization's work efforts sustainable during talent droughts (Bristol-Alagbariya et al., 2024).

5.1.6 Expand digital learning and structured continuous development pathways

While participants acknowledged the organization's training as having value, they expressed the desire for the agency to enhance its digital learning offerings and further develop its career advancement pathways. The organization should implement microlearning, as well as more precise advancement criteria, and provide mentoring for the purposes of fostering ongoing flexible skills development (Rustam et al., 2024).

5.1.7 Enhance employee support through wellbeing initiatives and flexible arrangements where feasible

One of the interviewees spoke of the necessity of mental health resources, widening flexibility options, and creating a healthier workplace. Resilience in stressing environments, like in the healthcare domain and during the opening of a company, makes the construction of wellness initiatives essential. Initiatives such as operational counselling, workshops on mental health, and efforts to manage determined workloads throughout periods of high stress.

5.2 Summary Table of Recommendations

The summary of recommendations and expected performance management impact stated at Table 5.1.

Recommendation	HRM Area	Performance Management Impact
Real time feedback and coaching check ins	Performance appraisal	Better target alignment, quicker improvement actions
Holistic evaluation for non-quantifiable tasks	Performance appraisal	Increased fairness, stronger motivation

Six monthly job description review	Job definition	Improved role clarity and fair measurement
Workforce planning and workload balancing	Staffing and teamwork	Timely completion, reduced stress, stable service delivery
Strengthen talent pipeline and recruitment	Talent management	Reduced disruption, stronger operational continuity
Expand digital learning and career pathways	Training and development	Higher capability, improved efficiency and effectiveness
Wellbeing and flexible support initiatives	Employee support	Sustained performance and reduced burnout

Table 5.1: Recommendations and Expected Performance Management Impact

5.3 Managerial Implications

The data show that most employees at Hummingbird Health Pte. Ltd. are likely to have positive opinions about various HR practices, and they are related to the performance management system. Most employees believe that the company does a great job at training, conducting appraisals based on KPIs, promoting teamwork, and allowing employee participation. Greater attention from management to HR practices such as the planning and continual reassignment of employees, as well as feedback, would improve the business's ability to adapt to changes.

VI.   CONCLUSION

The results indicate that performance management outcomes are effected by the HRM activities in the Hummingbird Health Pte. Ltd. company. Training and development activities help employees become more competent, confident, and more accurate in their jobs so that they can meet the operational and performance expectations. Although performance appraisals, especially those driven by KPIs, clarified expectations and reinforced accountability, capture was pointed out as a limitation for the non-quantifiable, administrative inputs. Collaboration and collective problem solving of performance enabled by teamwork and employee engagement were hailed as the most important factors Performance lagged and organizations lost the contribution of employees Working in the same role over periods of time creates institutional silos and adds to the complexity of performing work in the domain without overlapping roles. Employees seen compensation as fair and linked to performance, which contributed to motivation.

In conclusion, this research expands upon the existing human resource management and performance management literature by providing an empirical illustration of a healthcare technology start-up in a fast-changing ecosystem. The uses of qualitative triangulation approach demonstrate the realities of operationalizing HRM practices in the organizations with no defined organizational structures, limited talent, and high-performance expectations. In terms of managerial implications, the study provides actionable contributions that inform updated methodologies for leaders and HR practitioners that enable specific improvements in performance management systems, integrating ongoing feedback, workforce, and role management, as well as employee assistance systems.

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