

A Systematic Literature Review of Performance Measurement Systems in Health Sector of Pakistan

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ABSTRACT

Building The research study is primarily focused on identifying the parameters of Performance Measurement System within the healthcare sectors of Pakistan. The main purpose is to identify the efficacy of different Performance Measurement Systems within Pakistan, and its impacts on performance of physicians. Considering the current performance and situation in healthcare sector of Pakistan, it has been analyzed that the country has come a long way towards progress, however there is still a major lacking of proper standards and guidelines which must be followed in all the healthcare institutions. The problem statement emphasizes over the need of PMS in the healthcare institutions, with the help of which the improvements and efficacy in performance of the healthcare professionals can be determined. The research objective designed for this study is identify the impact of Performance Measurement Systems on the improvisations in current practices, on patient satisfaction and recovery, changes in patterns of mortality rates and budgetary control within the country for healthcare sectors. In order to conduct this research study, the type of research method which has been mainly opted is qualitative analysis involving the write up of a Systematic Literature Review. This review has been designed on the basis of PRISMA method, and proper skimming of research articles have been performed accordingly. 22 articles have been taken for further investigation, published after the year of 2010. The indicators which have been focused on in this study include Patient Satisfaction, Mortality, Survival rates and Cost Allocation to healthcare sectors of the country. Based on the findings of number of research articles, it has been identified that Patient Satisfaction and Cost Allocation have not been improved via Performance Management System. However, during the COVID-19 pandemic, the mortality and survival rates in the public and private sectors of the country were controlled due to constant supervision by governmental agencies and the use of an effective and efficient Performance Measurement method for staff members in the healthcare industry.

INTRODUCTION

The healthcare system and its characteristics are different in most of the countries of the world. The differences lie in their extent of decentralization and performance measurement systems as well. With respect to Pakistan, it has been analyzed that the country has made remarkable progress in their healthcare sector and is striving hard to achieve the Millennium Development Goals (MDGs), which have been set for all developing countries (Bhatti et al., 2022). According to Hassan et al., (2017) not only in healthcare, but Pakistan has made prominent achievements in the field of agriculture, finance, social sector and economic sector as well. Since, Pakistan is one of those countries which comes below the line of poverty, therefore it is a difficult task for the country to promote equal and just healthcare system to all the patients of the country. Still, the country has been contributing too much to their healthcare system. Some of the major strengths identified of healthcare system of Pakistan are introduction of policies, reforms and measures to improve provision of healthcare services to the individuals. Whereas, Pradhan et al., (2022) proposed that, vertical programs, Public Private Partnerships (PPP), improvements in the human resource departments and infrastructure of the healthcare system by establishing Basic Health Units (BHU) and Rural Health Centers (RHC) have also been largely promoted by the government. Further it has been highlighted by the same authors about the remarkable achievements which have been acquired by the country after introduction and restructuring of their national health policies in 2001 include, introduction of preventive approaches like Expanded Immunization Programs (Khan et al., 2022). According to Hashmi (2021), it has been proposed that to support this idea, number of Lady Health Visitors (LHV) have been trained so that they can provide effective and smooth administration of vaccines to the target population. With the help of this strategy, positive outcomes have been reported as the number of infant deaths has reduced from 220 per 1000 live births to 72 per 1000 live births. Whereas, in case of Maternal deaths, it has been analyzed that number has reduced from 800-1000 deaths per 100,000 live births to only 276 deaths per 100,000 live births last year. But these reforms are still not sufficient to adequately cater all the needs of healthcare system, and improvise physician's performance and credibility.

Limitations of Healthcare System of Pakistan:

According to Rasool (2015) despite the fact that country has been striving hard to provide improved and effective healthcare services to the people of the country, but researches have revealed that there are still numerous shortcomings in this system. The healthcare departments of Pakistan are not efficient and capable enough to provide timely and quality treatment to the patients. Some major challenges identified associated with these lacking include provision of insufficient human resources and financial capital, poor governance, lack of access to appropriate sectors for provision of healthcare equipment, compromised Health Information Management System, etc. Irfan et al., (2012) has also proposed that in addition to this, corruption in healthcare sector, lack of sufficient training and education to the healthcare staff and inappropriate monitoring of health policies and health planning are also some identified issues. Due to the fact that most of the primary sectors and departments of the country are managed and controlled by Bureaucrats, which leads to excessive corruption in healthcare

sector as well (Inderyas, et al., 2015). Schleicher et al., (2018) have supported this idea and highlighted that there is no equal provision of healthcare services to individuals all around the country, particularly, the lower class of the society is most effected due to these injustice and inequalities in healthcare policies of the country. Luckily, the previous government of Pakistan, under the leadership of Imran Khan proposed a Sehat Card (Health Cards), worth up to 10 lacs, in which 4 lacs were allocated for primary health care services and 6 lacs for secondary healthcare services. A family can acquire primary healthcare services worth up to 4 lacs and secondary services for up to 6 lacs (Javed, et al., 2019)

Research Questions:

The research study mainly emphasizes on the following research questions:

- What are the impacts of PMS on improvisation of healthcare delivery?
- What are the impacts of PMS on extent of patient satisfaction and recovery?
- How PMS has been affecting patterns of mortality and survival rates in Pakistan?
- What is the effect of PMS on cost allocation for healthcare departments?

Research Objectives:

The research objectives which have been mainly designed for this paper include:

- To identify the impacts of PMS on improvisation of healthcare delivery.
- To observe the impact of PMS on extent of patient satisfaction and recovery.
- To analyze the effects of PMS on patterns of mortality rates in Pakistan.
- To observe the impacts of PMS on budgetary control of healthcare sector.

LITERATURE REVIEW

As proposed by Schleicher et al., (2018), it has been analyzed that the basic statistics of the country mainly revealed that Pakistan is the fifth most populous country of the world, and almost 64% of its population are residing in the rural areas whereas 43% of them are illiterate. The political environment of the country shows that it had been under military rule for 33 years, whereas the geostrategic position of the country has showed that after Cold War and the incidence of 9/11 multiple challenges have been faced by the government towards provision of a safe and stable environment to people of the country. In addition, these systemic constraints have also resulted in multiple challenges for the local communities (Akhtar, et al., 2014).

Performance Measurement System:

According to Ali & Wajidi (2013) the basic definition of healthcare performance measurements can be understood in a way, that in an aggregated, quantified and analyzed data, on the basis of which multiple policies and future interventions are being designed. These performance measures are used to identify the opportunities with the help of which financial costs of various activities can be reduced, improvisation in quality of care and efficient care delivery can be ensured. In most of the cases, these

measures are adopted to analyze and monitor any particular healthcare activity or campaign. Malik et al., (2010) supported this idea and proposed that the main stakeholders involved in this activity are hospital staff members, physicians, governmental agencies or some third party for assessment.

Development of Performance Measurement:

Rasool (2015) showcased different methods for performance management. The methods adopted for healthcare performance measurement can differ between countries, depending on the motives and objectives to be achieved via this analysis. Some of these measurement systems emphasize on analyzing efficiency or productivity, whereas others intrigue about a broader view of services delivery involving provision of equity and quality of service to the patients. This concept helps in designing future policies and also decide the budget allocations for healthcare sector.

Healthcare is one of the most important and crucial department of the country, and its stability provides economic, political and governmental stability to the country as well. Multiple reforms and modifications have been generated in this regard with the help of which the performance management system of the country has been upgraded. However, a research study conducted by Vaineri et al., (2020) suggested different motives and objectives, on the basis of which reforms in the performance management system has been made. The representation has been shown below:

- During 1980s to 1990s: Budgetary Control
- 1990s to 2000s: Multidimensional Performance
- 2000s-2005-2008: Population Perspective
- 2010-2015-2019: Interorganizational Performance
- 2019-2020: Societal value

Hassan et al., (2017) supported the idea that the aforementioned timeline mainly shows that initially, these systems had been designed by the government to perform budgetary control. Numerous pandemics have been reported in the history of the world, and many of them have caused major outbreaks, resulting in severe financial losses to the country. Thus, in order to control these challenges worldwide, performance measurement system policies have been proposed by the governments for healthcare providers to supervise their activities, and also perform budgetary control over diseases. However, a little upgradation has been observed in the era of 2000s, as multidimensional performance approach had been adopted. With the help of these new reforms, not only proper cost allocation, but provision of timely treatment, patient satisfaction, time required for recovery from a disease and absences of the physicians were also properly monitored. From 2000 till 2008, these performance measurements had been conducted from the Population perspectives (Karamat, et al., 2018). Different surveys and communication with the common people used to be conducted during that period of time, and challenges and issues faced by the patients in healthcare provision were analyzed. On the basis of their opinion and suggestions, required reforms had been made in the policies. According to Javed et

al., (2019) from 2010 to 2019, thorough investigations on inter-organizational performances had been monitored. The initial reforms which had been applied showed some sort of shortcomings and challenges in performance analysis of the physicians and other staff members, therefore, modifications have been proposed and a more complex structure and method of performance management had been proposed. With the help of this concept, not only individual responsibilities and roles of each staff members were being monitored, but interorganizational coordination and communication were also assessed. Various joint activities among different units of a hospital used to be conducted to analyze their personal relationships and coordination among each other, as it highly affects their overall performance and delivery of services for the patients as well (Shaikh, et al., 2010).

Patient Satisfaction:

Wazir et al., (2013) suggested that one of the important indicators identified for this study is Patient Satisfaction. In general, Patient satisfaction is a loaded term and has multiple meanings. However, it is basically a subjective measure of patient's expectations being met or not, with the services provided at the healthcare sector. In most cases, patients require some great experience at the healthcare centers, and are willing to resolve every single physical problem, illness or disorders they are having immediately. On the other hand, the focus of doctors and physicians is always upon provision of best care services to the patient, and get the patients overcome their disease in a timely manner. These two aspects might not always align with each other, and it might create conflicts. However, this measure can provide a detailed insight about patient's satisfaction towards service delivery in healthcare centers (Akhtar, et al., 2014).

Mortality and Survival Rates:

The concepts of mortality and survival rate are quite different from each other as understood from the definition of Javed et al., (2019). The concept of mortality mainly indicates the number of individuals who die every year, out of a specific number of people like 100,000. Whereas, on the other hand, the survival rate means the number of people who are still alive at a specific time, after diagnosis of their disease. The most important measure used in performance management system is the mortality rate as it identifies the improvements in healthcare services, with the help of which increased number of individuals can be saved every year.

Cost Allocation:

Hassan et al., (2017) proposed the concept of cost allocation and budgetary control. The concept of cost allocation, or budgetary control is basically a financial jargon, which illustrates the concept of management of income and expenditure of any organization. In case of healthcare sectors, it has been determined that due to increasing rate of diseases and deformities among individuals of Pakistan, the budget require for the treatment of patients had been increasing every year. Thus, financial constraints need to be put on these organizations, and effective measures were recommended to be taken by these sectors with the help of which allocation of budget to healthcare sectors can be reduced.

Research Gaps:

Although there are number of studies highlighting about various aspects of Performance management systems within Pakistan, but there is limited research about the efficacy of these models and systems which are often being used and adopted in most of the healthcare sectors. Also, researches on comparison of these models with standard protocols and policies must be performed to assess and compare the performance of healthcare professionals with the international standards.

RESEARCH METHODOLOGY

The research method which has been mainly opted for this study is the systematic literature review. In order to conduct this study, the PRISMA template has been mainly selected so that criteria for accepting or rejecting of papers can be performed (Akhtar et al., 2014, Inderyas et al., 2015, Shabbir et al., 2016, Huynh et al., 2022). The research study is solely based on data collection from secondary sources. The data has been collected from authentic and reliable databases including ResearchGate, PubMed, Springer, ScienceDirect, Statista, JSTOR, IEEE etc. In addition, certain criteria have been set for selection of articles as only those articles have been included in this paper which are peer reviewed, or published in authentic journals.

Indicators:

The key performance indicators chosen for this study include improvisations of healthcare services, patient satisfaction, patterns of mortality rates, and budgetary control.

Inclusion Criteria:

Only those articles have been included in this paper which have been published after the year 2010, so that research studies of recent articles can be thoroughly analyzed and investigated. In addition, the papers which have the following keywords have been included in this study:

Keywords: Performance Management System, Healthcare sectors, Healthcare services in Pakistan, KPI of Performance Management System, Role of government in Performance Management System, Improvisations in healthcare services, Patient Satisfaction, Patterns of Mortality rates, Budgetary control with PMS.

Exclusion Criteria:

The articles which have been published before the year 2010 have been excluded from further consideration mainly due to the reason that the policies and reforms have been constantly changing, and only the recent policies have been considered for this study. However, in order to analyze the past policies, some of the research publications have been included which are fewer in number.

Sample Size:

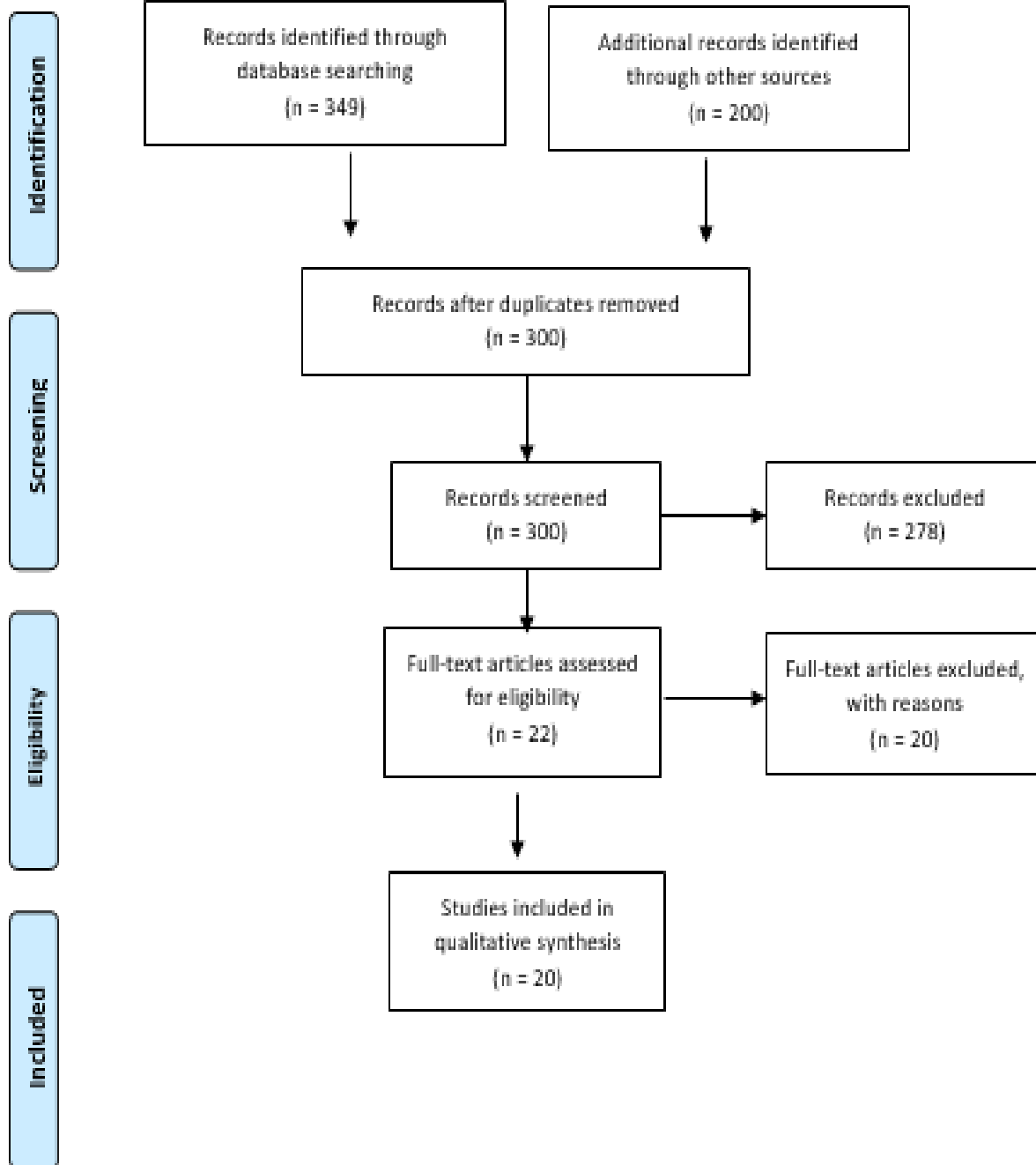
The articles which have been chosen for this study have been skimmed through the concept of PRISMA. Initially, the databases mentioned for our research study, including PubMed, JSTOR, IEEE, Springer, ResearchGate, ScienceDirect, Statista, Medscape, Medline, PakMedinet etc. have been thoroughly investigated and records constituting around 348 research articles, relevant to our topic had been identified. Whereas, upon further evaluation of other databases, almost 300 articles have been identified.

After this step, all 300 articles have been thoroughly assessed, and 278 articles have been skimmed from the study, which lefts only 22 articles to be considered. The process of skimming the articles was based upon the inclusion and exclusion criteria. The articles which have been published before the year 2015 have been excluded. Also, the articles which included the selected keywords like Performance measurement system, healthcare, employee satisfaction, performance, healthcare institutions, organizations etc. have been selected. Finally, the studies of full text articles which have been included in this paper are 20 in number, and they all are relevant to our research topic and aligns with the keywords chosen. Most importantly, most of these articles identified about the changes and transformations in performance management systems, all around the world. Whereas, some of them have focused on the management systems being followed in Pakistan, or in different provinces of the country like KPK, Sindh and Punjab.

The data analysis was broken down in two stages. To begin with, while analyzing the variances, the demographic factors were treated as independent variables to see how they affected the constructs of gender diversity. Second, when screening for structural equation analysis, gender diversity was used as a predictor variable, and employee`s job performance was used as an outcome variable. Moreover, the factor of interpersonal conflict was taken as a mediator between the constructs of GD and IPC.



PRISMA 2009 Flow Diagram



RESULT AND DISCUSSION

According to Kurji et al., (2016) Healthcare organizations in Pakistan have been subjected to number of changes through all these years. Most of the institutions have been transformed from public to private sectors. However, government still implies certain measures on both types of organizations which could ensure effective delivery of healthcare services to the patients. The healthcare performance management system involves quantifiable data and measurements, with the help of which different healthcare related activities can be assessed. Whereas from understanding of the research study proposed by Malik et al., (2015) it has been highlighted that this data is used for identifying the opportunities for reducing cost, improvements in the quality of care and increasing the efficiency of care delivery. For this research study, the determinants which have been mainly opted are budgetary control, patient satisfaction, mortality and survival rates in Pakistan. The primary reason for choosing these indicators was to investigate the extent of improvements in current healthcare practices in the country, and whether these reforms are bringing any positive solution and outcomes for the people or not.

Patient Satisfaction:

A research study conducted by Saad and Fatima (2018) mainly investigated the patient's expectation towards service and quality of healthcare sectors, on their satisfaction level with nursing in both private and public hospitals. The data has been collected from n=456 participants, including both males and females. In addition, the data has been collected from both public and private sectors (Javed & Ilyas, 2018). A questionnaire had been designed for this study, which was a self-administered questionnaire, designed using the original SERVQUAL approach. The data has been further assessed using the Laplace criterion. Based on the research study of Schleicher et al., (2018) five important constructs have been emphasized for this study, which demonstrates that patient satisfaction was highly dependent on empathy in the public sectors whereas with responsiveness in the private sectors. It also suggested that, despite the adoption of Performance management systems in healthcare sector of Pakistan, there is no prominent improvement in both public and private sectors, as patient satisfaction was considerably low. Another research article demonstrates different characteristics and features to be associated with the level of patient satisfaction in Pakistan. It has been analyzed that young age, female gender, literacy rate and social status are some of the characteristics which influence patient satisfaction. Whereas, some of the issues and challenges identified in this study revealed that lack of privacy, autonomy, inappropriate hygiene and sanitation, involvement in decision making, poor communication are some of the elements which resulted in bad experiences of the patients hence leaving unsatisfied patients behind with the services of healthcare sector (Shabbir, et al., 2016).

Mortality and Survival Rates:

The numerical analysis acquired from Statista (2020) it has been identified that considering number of research studies and analysis, it has been identified that although the mortality rates in Pakistan has decreased from 1970s till 2020. But, the prevalence of the diseases has been spreading on a large scale. Most importantly, the rate of non-communicable diseases has been widely spreading all across the country. Whereas, the chronic diseases like cardiovascular diseases, respiratory diseases, cancers, diabetes have also been increasing since the past few years. The mortality rate in Pakistan has reduced from 7.57 in 2010 to 6.85 percent in 2020. Based on research analysis performed by Inderyas et al., (2015), it has been identified that primary reasons for reduction in mortality rate is that, the current conquest against cardiovascular diseases has provided beneficial results for longer run for the patients. whereas, the other reason is reduction in number of cases of infants with low birth weight. In addition, it has also been identified that due to globalization and influence of social media platforms, more awareness is being spread all over the country about various diseases, and lifestyle modifications associated with them. Thus, even if people are not getting any treatment from healthcare institutions, they are provided with lifestyle modification guidelines which somewhat helps them in reducing their risks of outbreak of the diseases.

Hashmi et al., (2021) proposed that however, the current pandemics of COVID19 has largely affected the mortality rates in the country, and the constant readings from a long time, had been drastically changed during the last few years. While Khan et al., (2020) suggested that with respect to performance management system, it has been identified that due to excessive pressure and supervision from governmental agencies, the healthcare sectors of Pakistan performed exceptionally well during the pandemics of COVID19 and performed better than many other developed countries of the world. In addition, it is also important to emphasize that diseases like cardiovascular diseases and respiratory diseases are promptly treated by the physicians and doctors, which has also helped in increasing the survival rate of patients. the rapid interventions and early prognosis have helped the country in combatting against number of diseases, and it has somewhat played an essential part in increasing the life span of individuals, then expected.

Budgetary Control:

According to Hashmi et al., (2021), The cost allocation patterns and trends are quite different in Pakistan as compared to other countries of the world. Based on multiple researches and news articles, it has been identified that that public sector of healthcare system in Pakistan is already under performing, which is giving the private sector a privilege to acquire maximum number of patients in their institutions. And, still, the government of Pakistan has reduced the allocation of budget to the public healthcare sectors of the country. This is mainly due to the fact that Pakistan has been going through some serious financial crisis, and the country has been indebted to number of organizations like IMF, UNO etc. (Inderyas et al., 2015). Due to the se additional debts, the country is unable to perform well, and hence, the budgetary control has been completely disturbed. With respect to performance management system, it has been analyzed that the protocols and reforms of this system

have not been imposing any positive effect on the performance of physicians and staff members of public sectors. However, this aspect is also affected by the political party which is responsible for controlling and managing the country government at the time. As discussed earlier, during the era of PTI, the country had been performing well against pandemic of COVID19 as there were strict implementation and following of the SOPs against the disease, to prevent its spread on a large scale. Whereas, allocation of financial resources was also increased during that period, which provided additional benefits to the physicians of public sectors to get access to advanced technology and medical equipment for the treatment of patients.

UN Sustainable Developmental Goals:

The UN in Pakistan has been largely supporting and motivating the country to realize their essential sustainable developmental goals and work harder for its achievements. In the area of healthcare sector, it has been determined that an agreement has been signed between UN and the government of Pakistan known as UN Sustainable Development Framework (UNSDF) which is also known as the Pakistan One United Nation Program III (OP III).

Considering the research topic and variables which have been chosen for this study, it has been mainly identified that the most important and essential goals which comply with the healthcare sector and performance management of professionals in the healthcare sector include SDG 3 i.e., good health and well-being of the citizens of the country. Other important goal is SDG 5 which promoted gender equality within the healthcare sector and workplaces in Pakistan so that both male and female staff members can be satisfied with their positions in the healthcare institutions and work with more dedication and hard work. Some other important goals which comply with research studies are SDG 8 i.e., decent work and economic growth and SDG 10 which is reduced inequalities within professional organizations (UN, 2020).

Citations	Topic	Research Method	Findings	Publication
(Akhtar, et al., 2014)	Evaluation of health workforce competence in maternal and neonatal issues in public health sector of Pakistan: an assessment of their training needs.	Standardized Pragmatic Approach	Before provision of training, none of the workers complied the standards of MNCH, while after training positive results have been observed	<i>BMC health services research</i>
(Ali & Wajidi, 2013)	Factors influencing job satisfaction in Public Healthcare Sector of Pakistan.	Qualitative analysis	The research stud showed that provision of incentives, resources and budget for healthcare services will provide job satisfaction to the employees of these organizations.	<i>Global Journal of Management and Business Research.</i>
(Ali et al., 2020)	Effect of soft TQM practices on job satisfaction and organizational	Qualitative Analysis including	The study proves that there is a negative effect of customer focus on organizational commitment.	<i>International Journal of Management</i>

(Ariff, et al., 2010)	commitment of healthcare professionals Impact of total quality management on the performance of service organizations in Pakistan.	questionnaire-based survey. Survey based quantitative analysis	The results showed positive relationship between Total Quality Management and performance of employees in organizations.	<i>Research and Emerging Sciences International Journal of Academic Research in Economics and Management Sciences Management Science Letters</i>
(Hashmi, 2021)	Organizational performance with disruptive factors and inventory control as a mediator in public healthcare of Punjab, Pakistan.	Survey based quantitative analysis	The reasons for increasing mortality rates have been investigated and showed positive results in terms of provision of resources and equipment to the staff	<i>Management Science Letters</i>
(Haroon, et al., 2012)	The relationship between Islamic work ethics and job satisfaction in healthcare sector of Pakistan.	Survey based quantitative analysis	The results of this study showed that following Islamic work ethics will ultimately provide positive results ad outcomes in healthcare organizations of Pakistan	<i>International Journal of Contemporary Business Studies</i>
(Hassan, et al., 2017)	Healthcare system of Pakistan.	Systematic Literature Review	The findings showed both positive and negative elements of healthcare system of Pakistan, and the improvements it need.	<i>IJARP</i>
(Inderyas, et al., 2015)	The Moderating role of power distance on the relationship between leadership styles and employees job performance on public health care sector of Pakistan.	Survey based quantitative analysis	Transformations have been found with changes in leadership styles and employee management within healthcare organizations however power distance do not have a major impact on performance.	<i>International Journal of Scientific and Research Publications</i>
(Irfan & Ijaz, 2011)	Improving operational performance of public hospital in Pakistan: A TQM based approach.	Survey based quantitative analysis	The concept of Total Quality Management provided positive impacts on various attributes like increased flexibility, improved quality of services and reduction in service time with effective diagnosing	<i>World Applied Sciences Journal</i>
(Irfan, et al., 2012)	Comparison of service quality between private and public hospitals: Empirical evidences from Pakistan.	Survey based quantitative analysis	Private sectors are performing better as compared to Public sectors.	<i>Journal of Quality and Technology Management</i>
(Javed & Ilyas, 2018)	Service quality and satisfaction in healthcare sector of Pakistan—the patients' expectations.	Survey based quantitative analysis	It has been analyzed that in Public sectors, Patient satisfaction can be acquired via empathy while in Private sectors, patient satisfaction can be acquired via quality of care and responsiveness.	<i>International journal of health care quality assurance</i>

(Javed, et al., 2019)	Patients' satisfaction and public and private sectors' health care service quality in Pakistan: Application of grey decision analysis approaches.	Survey based quantitative analysis	The findings showed that reliability and responsiveness are two essential elements in Patient satisfaction	<i>The International journal of health planning and management</i>
(Karamat, et al., 2018)	Barriers to knowledge management in the health sector of Pakistan.	Systematic Literature Review	The study identifies that lack of support from top management, insufficient strategic planning and lack of support from organizational structure are some major barriers to knowledge management in health sector of Pakistan.	<i>Sustainability</i>
(Khan, 2019)	Situation analysis of health care system of Pakistan: post 18 amendments.	Systematic Literature Review	The 18 th Constitutional Act should be transformed or modified to improve health sector and its governance.	<i>Health Care Current Reviews</i>
(Khan, et al., 2020)	Should performance-based incentives be used to motivate health care providers? Views of health sector managers in Cambodia, China and Pakistan.	Qualitative analysis	The research findings state that along with monetary, some non-monetary rewards and structural changes within healthcare organizations should be brought to improve the performance of employees.	<i>Health Economics, Policy and Law</i>
(Khan et al., 2022)	Board diversity and working capital management strategies: evidence from energy sector of Pakistan.	Quantitative Analysis	The research study explained that the principles and frameworks of PMS along with working capital management ultimately helps in improving the performance of employees.	<i>Journal of Economic and Administrative Sciences.</i>
(Kurji, et al., 2016)	Analysis of the health care system of Pakistan: lessons learnt and way forward.	Systematic Literature Review	The health policies and other programs in support of healthcare conditions of people are not enough to improvise the current conditions of the people.	<i>J Ayub Med Coll Abbottabad</i>
(Malik, et al., 2015)	Cost of primary health care in Pakistan.	Quantitative Analysis	Majority of the doctors and physicians targeted from KPK showed lower performance as expected.	<i>J Ayub Med Coll Abbottabad</i>
(Reayat et al., 2020)	A qualitative insight into the healthcare system of Pakistan: A Historical perspective	Historical comparative Study	The government of Pakistan has released policies and protocols for healthcare sector but these policies are not met, hence more budget is required for this area.	<i>International Journal of Management Research and Emerging Sciences,</i>
(Rasool, 2015)	Leadership styles and its impact on employee's performance in health sector of Pakistan.	Survey based Quantitative analysis	Leadership efficacy has a major impact on the performance and job satisfaction of the employees, hence appropriate leadership	<i>City University Research Journal</i>

(Shabbir, et al., 2016)	Measuring patients' healthcare service quality perceptions, satisfaction, and loyalty in public and private sector hospitals in Pakistan.	Survey based Quantitative Analysis	styles should be chosen in healthcare organizations of Pakistan as well Patient satisfaction is directly impacted by Healthcare Service Quality Perceived. Patients from private sectors were found to be more satisfied as compared to public sectors.	<i>International Journal of Quality & Reliability Management</i>
(Sun et al., 2022)	How did work-related depression, anxiety, and stress hamper healthcare employee performance during COVID-19? The mediating role of job burnout and mental health.	Quantitative Analysis	The research study explained about the positive relationship between work related depression, anxiety and stress and the employee performance within healthcare systems.	<i>International journal of environmental research and public health</i>
(Yaseen, 2013)	Effect of compensation factors on employee satisfaction-a study of doctor's dissatisfaction in Punjab.	Survey based Quantitative Analysis	The factors which have a direct effect on job satisfaction and performance employees in healthcare organizations are pay, recognition, promotion, opportunities.	<i>International Journal of Human Resource Studies</i>
(Wadagongo & Abdel, 2014)	Contingency theory, performance management and organizational effectiveness in the third sector: A theoretical framework.	Systematic Literature Review	The organizational effectiveness can be measured with the help of designing effective performance management practices in healthcare organizations.	<i>International Journal of Productivity and Performance Management,</i>

CONCLUSION AND POLICY IMPLEMENTATION

Concluding the entire report, it has been mainly assessed that the determinants of this study, have different impacts and influence on the performance measurement system. The determinants of patient's satisfaction and Cost allocation were negatively affected with PMS. This idea is also supported by Bhatti et al., (2022) in their research paper which highlights that performance measurement systems have a direct impact on the overall performance and activities of the healthcare professionals, and there is a prominent and distinct improvement in their behavior, attitude and compliance with the patients. Whereas the performance of healthcare staff members has improved during the pandemics of COVID19 and has resulted in reducing mortality and survival rates. This investigation is also supported by Pradhan et al, (2022) who have emphasized on the performance of healthcare professionals in Pakistan during floods. The authors have discussed that despite the massive catastrophe and challenging situations, these professionals were capable of performing their duties exceptionally well, and there was constant monitoring of them which somewhat encouraged these professional to perform better. In addition, the trends and patterns for cost allocation on healthcare

sector is quite different from other developed countries, and the reduced budget for this area will cause more burden and pressure on the public sectors. As a result of this, more people will be inclined towards private sectors for getting their treatment (Sun et al., 2022). This issue should be resolved by the government via provision of prompt and timely services, with high quality care.

The objectives of this research have been somewhat achieved as assessment of the impacts of performance measurement systems on different indicators have been proven. However, the limitations or shortcomings in the healthcare system which have been lying mainly within the policies of Pakistan towards healthcare sector, it has been identified that the Public Health Ordinance 1944 is still the same and has not been changed. Thus, it is recommended that government should take appropriate measures to overcome such challenges. In addition, there should be implementation of a more effective and stricter program for Performance Management System, which could provide positive outcomes and results on health conditions of the people of the country.

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