

Influence of HR Practices on Employee Performance: The Mediating Effect of Employee Engagement and Organizational Culture

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ABSTRACT

This study focuses on the influence of the human resource practices on employee performance within the Pakistani organizations. The intervening mechanism is placed on employee engagement, and the organizational culture is regarded as a contextual factor that can enhance or undermine the engagement performance relationship. The results obtained from the responses collected from 350 employees and processed with the PLS-SEM software show that the success of the employees is significantly influenced by professional training programs, performance evaluation systems and competition-based reward policies both directly as well as indirectly through the intervening variable of employees' engagement. The analysis also confirms that the impact of the chosen HR practices is passed over to performance through employee engagement & organizational culture supports the connection in engagement and performance. The paper contributes to the literature on HRM since it clarifies how the HR practices, engagement, and culture work synergistically to promote performance within a developing economy.



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Introduction

HR practices are the systematic procedures and management activities that the organizations use to steer the attitudes, behavior, capabilities and work performance of employees. In the fast-evolving economy of Pakistan, organizations have been anticipated to enhance productivity of workforce besides managing retention challenges, competency gaps, and the increasing competition in the market. The importance of the interaction between personnel management practices and worker productivity has always been a focal point of academic discussion the internal mechanisms by which HR practices enhance employee performance are yet to be comprehensively expounded especially in the South Asian organizational environments (Y.-L. Chen, 2024). The engagement of employees can be a psychological channel that transforms HR practices into better performance, with organizational culture potentially facilitating or inhibiting this process (Saeed et al., 2024).

Current HRM studies now see professional development programs, comprehensive assessment systems, and reward systems as tools that are strategic resources for organizational success. However, the current empirical evidence is not entirely consistent on how these practices interact and in what circumstances in an organization their impact is greater. The current research study is located in Pakistan, where numerous institutions can be described as being hierarchical, collectivist, and having dynamic managerial styles. The interpretation of how HR practices are translated into engagement as well as how culture modulates the linkage of engagement and performance is hence significant in theory building as well as in the decision making of the managers (Ahmad et al., 2021).

Even though there are developed research in this field, there are still some gaps that are evident. There is a paucity of research that has investigated several HR practices within a single model; a relative paucity that has concomitantly tested mediating and moderating processes; and the context of developing nations has been

underrepresented in the mainstream HRM research. The present research fills in these gaps by offering an integrated framework that evaluates both direct impacts, mediation, and moderation processes in Pakistani organizations (Waseem et al., 2020).

Scope of the Study

The study focuses on three basic HRM strategies: professional skill development programs, systematic assessment systems and comprehensive reward systems. This study explores the effect of these interventions on workforce productivity (Hasinat et al., 2026). Employee engagement is considered as a mediator variable, and organizational culture is regarded as a moderating factor, which provides a more encompassing explanation of the relationship between employee engagement and the outcomes of performance in institutional settings in Pakistan.

Research Objectives

- To measure the direct impact of skill building efforts by the professions, evaluation systems, and robust compensation plans on workforce productivity.
- To examine the relationship between human resource strategies and staff effectiveness as an intervening mechanism that is the employee engagement.
- To make research-based recommendations for HR professionals in institutional settings in Pakistan.

Research Questions

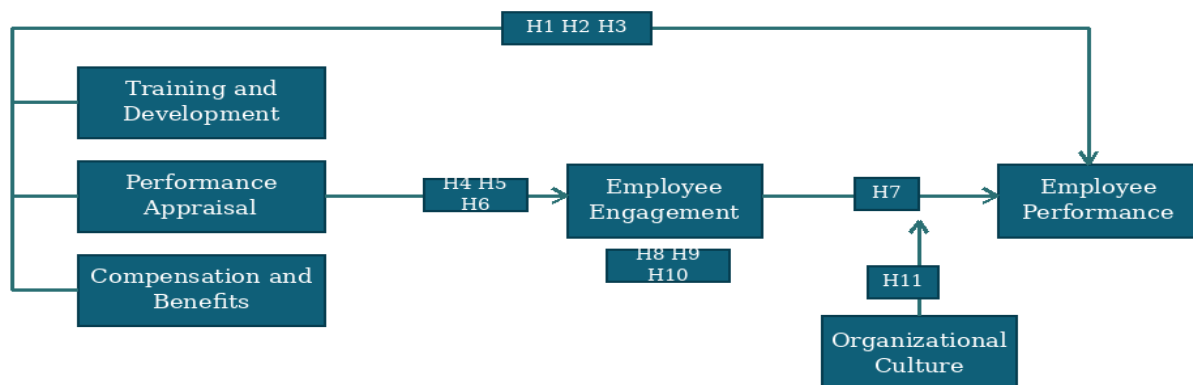
- What does capacity building, evaluation mechanisms and incentive systems have to do with the performance of staff right away?
- Is organizational culture a moderator between employee engagement and employee performance?
- What do these relationships have practical implications on the HR management of Pakistan?

Literature Review

Training and development are an aspect of human capital investment, which enhances knowledge, skills and competencies needed to perform efficiently. Properly designed training initiatives can not only enhance the technical capabilities of employees, but also aid psychological empowerment and organizational commitment (Wu et al., 2025). Performance appraisal plays a twofold role; it not only appraises the input of employees but also offers feedback as to how they can be developed in the future. An equitable appraisal system makes the individual goals and organizational goals consistent, define roles, and promote motivation. Monetary benefits and pay are physical rewards that convey the degree of organizational importance in its employees; these gain the employee effort, retention and performance in form of extrinsic motivation and the perceived organizational support (Y. Chen et al., 2023).

Theoretically speaking, the integration of the HR practices, engagement, and culture is complicated. These constructs are often studied independently, whereas their combined evaluation is less widespread, particularly in the developing economies. Contextual features like power distance, collectivism, and relationship-oriented management styles might play a role in HR practices in Pakistani organizations (Nadeem & Nasir, 2024). This is the cause, why the mediating role of engagement & moderating role of culture need to be directly investigated empirically

Research Framework



(Michulek et al., 2023).

Hypotheses Development

- H1:** Training programs at the organization have positive relationships with performance indicators of the employees.
- H2:** Implementation of performance evaluation systems has positive consequences for employees' contributions.
- H3:** Incentive packages positively relate to organizational members' effectiveness.
- H4:** Enhanced levels of employee engagement due to employee development programs.
- H5:** Merit reviews contribute to the commitment and involvement of employees.
- H6:** There is a positive relationship between total rewards systems and employee level of dedication.
- H7:** Workforce members' performance is better when they are engaged.
- H8:** Training interventions increase the productivity through increased employee engagement.
- H9:** Engagement serves as the mediator between the relationship between evaluation systems and performance.
- H10:** Rewards system affects output indirectly through the mediation of workforce engagement.
- H11:** The organizational culture mediates between the employee engagement and employee performance.

Research Methodology

Determine the relationships in HR practices, employee engagement, organization culture & employee performance in Pakistani organizations, quantitative cross sectional survey design was held. Target sample was the employees from medium and large organizations of various sectors in Pakistan. The convenience sampling was used and 350 valid responses were obtained and analyzed. This is a large sample that is bigger than the minimum sample usually suggested in PLS-SEM and can be used to test the hypotheses proposed.

The information was collected using a structured self-administered questionnaire which was based on established measurement scales. Each construct was measured with four items that included professional development programs, systematic assessment processes, comprehensive reward systems, staff engagement, institutional culture and staff effectiveness. All items were

assessed with a five Likert-type response format from 1 disagree completely to 5 agree completely. (Aletras et al., 2025). The questions were contextualized by modifying the questions to suit the context of Pakistani organizations, based on reliable and valid sources (Hair et al., 2021).

The (PLS-SEM) was done with SmartPLS 4.0. It was chosen as a method to jointly estimate measurement and structural models, as well as, to deal with multiple correlated paths, and is moderately flexible in terms of distributional assumptions and moderate samples. The analysis was done in two steps: to assess the measurement model, reliability, convergent, and discriminant validity, and structural model, to measure the proposed direct and mediating effects and moderating effects. To enhance the power of statistical inferences, bias-corrected confidence intervals were created with 5,000 bootstrap resamples (Hair et al., 2021).

Data Analysis, Results

Table 1: *Descriptive Statistics*

Variable	N	Mean	SD	Minimum	Maximum	Kurtosis
TD	350	3.415	0.900	1.00	5.00	-0.592
PA	350	3.318	0.888	1.00	5.00	-0.731
CB	350	3.462	0.827	1.20	5.00	-0.335
EE	350	3.418	0.862	1.20	5.00	-0.450
OC	350	3.358	0.858	1.00	5.00	-0.474
EP	350	3.335	0.711	1.57	5.00	-0.401

According to 350 responses, the table 1 is a summary of the descriptive statistics of the study variables. The averages are 3.318 to 3.462 indicating that the respondents mostly gave moderately optimistic perceptions. SD range from 0.711 to 0.900 and this shows that there is an average amount of variation in responses. The values of kurtosis are not high or even excessively high, which would indicate that the distributions

are suitable to use PLS-SEM analysis.

All the mean scores are above the middle of the scale, which describes positive attitudes towards HR practices, engagement, culture, and performance. The fact that the SD are fairly small is also indicative of a reasonable level of agreement between respondents (Bibi et al., 2026).

Table 2: Correlation Matrix

	TD	PA	CB	EE	OC	EP
TD	1					
PA	-0.027	1				
CB	0.042	0.087	1			
EE	0.478**	0.405**	0.458**	1		
OC	0.375**	0.266**	0.335**	0.572**	1	
EP	0.393**	0.370**	0.349**	0.622**	0.494**	1

Table 2 shows the correlations of the variables. Majority of the bonds, are optimistic and statistically significant at $p < 0.01$, which means that there are important, bonds between the constructs. Employee engagement and employee performance ($r = .622$) have the highest association, which confirms the theoretical hypothesis that engagement has a key connecting position.

There are moderate positive relationships between the HR practices, engagement & performance. In general, the trend in correlation indicates that engagement is an intermediate variable among HR practices & performance. Fact that training and development and performance appraisal are only marginally correlated also shows that these practices are different aspects of HR (Fahad et al., 2026).

Table 3: Construct Reliability and Validity

Construct	Cronbach's Alpha	AVE
TD	0.750	0.499
PA	0.750	0.499
CB	0.750	0.500
EE	0.749	0.500
OC	0.749	0.500
EP	0.684	0.441

Construct reliability & convergent validity are reported in table 3. The values of Cronbach alpha are between 0.684 and 0.750 which is tolerable or near the normally used 0.70 level of exploratory studies. The range of AVE values is between 0.441 and 0.500 with the bulk of the values falling in or close to the recommended range.

These indicators of reliability and validity imply

that the constructs have sufficient psychometrical quality. Even though the performance of employees has a less desirable alpha, it is acceptable to established measures, and the values of AVE indicate that the constructs are able to capture a satisfactory portion of item variance (Kamran et al., 2026).

Table 4: *Heterotrait-Monotrait Ratio (HTMT)*

Relationship	HTMT	2.5%	97.5%
EE – CB	0.611	0.512	0.703
EP – CB	0.437	0.317	0.560
EP – EE	0.838	0.745	0.927
OC – CB	0.448	0.338	0.560
OC – EE	0.762	0.675	0.845
OC – EP	0.637	0.517	0.748
PA – CB	0.129	0.110	0.257
PA – EE	0.541	0.432	0.651
PA – EP	0.505	0.383	0.620
PA – OC	0.356	0.241	0.479
TD – CB	0.115	0.106	0.227
TD – EE	0.637	0.524	0.740
TD – EP	0.522	0.406	0.632
TD – OC	0.500	0.380	0.615
TD – PA	0.086	0.094	0.203

In Table 4, you can get the HTMT ratios to determine discriminant validity. All the ratios fall below the conservative value of 0.85 & the confidence intervals do not contain one. This verify that the constructs are empirically differentiated between each other.

The results of the HTMT hence indicate **Table 5: R^2 and Adjusted R^2**

Construct	R^2	Adjusted R^2
EE	0.573	0.569
EP	0.500	0.496

Table 5 gives the value of the R^2 and adjusted R^2 of the endogenous constructs. The value of R^2 of employee engagement is 0.573, indicating that the three HR practices explain the 57.3 percent of the variability of engagement. Employee performance has R^2 value of 0.500 which means that model

discriminant validity throughout the measurement model. The most significant value is noted between the employee engagement and the employee performance (0.838), though the value is quite acceptable, which means that the two constructs are correlated but can be conceptually separated (Khalid et al., 2026).

explains 50.0% of the variance in performance.

These values indicate that the model can explain the engagement and performance to a great extent. The fact that R^2 is slightly less than adjusted R^2 also means that the model is not overfitted (Mahmood et al., 2026).

Table 6: Direct Effects on Employee Performance

Path	β	SD	t-value	p-value	Decision
TD → EP	0.251	0.027	9.181	0.000	Supported
PA → EP	0.206	0.025	8.282	0.000	Supported
CB → EP	0.215	0.024	9.021	0.000	Supported

The direct-effect results are shown in table 6. Training and development significantly improve employee performance ($\beta = 0.251$, $t = 9.181$, $p < 0.001$), performance appraisal also has a positive effect ($\beta = 0.206$, $t = 8.282$, $p < 0.001$), and compensation and benefits significantly contribute to performance ($\beta = 0.215$, $t = 9.021$, p

< 0.001). Therefore, H1, H2 and H3 are endorsed.

The results support the fact that the three HR practices have positive independent effects on employee performance. The most direct impact is on training and development, then compensation and benefits, and performance appraisal plays an important role (Naeem et al., 2026).

Table 7: Paths to Mediator and Mediator to DV

Path	β	SD	t-value	p-value	Decision
TD → EE	0.473	0.033	14.510	0.000	Supported
PA → EE	0.386	0.036	10.636	0.000	Supported
CB → EE	0.404	0.034	11.831	0.000	Supported
EE → EP	0.532	0.042	12.734	0.000	Supported

Table 7 gives the findings of the HR practices to the mediator and vice versa. Training and development significantly predict employee engagement ($\beta = 0.473$, $t = 14.510$, $p < 0.001$), as do performance appraisal ($\beta = 0.386$, $t = 10.636$, $p < 0.001$) and compensation and benefits ($\beta = 0.404$, $t = 11.831$, $p < 0.001$). Employee engagement is also a strong predictor of employee performance ($\beta = 0.532$, $t = 12.734$, $p < 0.001$). H4, H5,

H6, and H7 are thus supported.

These findings create the grounds upon which mediation should take place: HR practices have a considerable impact on employee engagement and vice versa. The most significant direction is between training and development and engagement, and engagement also leaves an impressive impact on performance (Sarwar et al., 2025).

Table 8: Mediation Analysis

Path	β	SD	t-value	p-value	Decision
TD → EE → EP	0.251	0.027	9.181	0.000	Supported
PA → EE → EP	0.206	0.025	8.282	0.000	Supported
CB → EE → EP	0.215	0.024	9.021	0.000	Supported

The indirect-effect tests can be found in Table 8. The relationship between training and development and employee performance ($\beta = 0.251$, $t = 9.181$, $p < 0.001$), performance appraisal and employee performance ($\beta = 0.206$, $t = 8.282$, $p < 0.001$) and compensation and benefits and

employee performance ($\beta = 0.215$, $t = 9.021$, $p < 0.001$) are highly mediated by employee engagement. This leads to the support of H8, H9, and H10.

The mediation results indicate that employee engagement is a critical channel in which the HR

practices determine employee performance. All the indirect paths are important which proves that some part of the impact of HR practices on

performance is achieved through increasing the engagement of employees (Shehzadi et al., 2026).

Table 9: Moderation Effect

Path	β	SD	t-value	p-value	Decision
OC $\times$ EE $\rightarrow$ EP	0.329	0.037	8.838	0.000	Supported

The result of the moderation is presented in table 9. Organizational culture has a strong moderating effect on the relationship between employee engagement and employee performance ($\beta = 0.329$, $t = 8.838$, $p < 0.001$). Thus, H11 is validated. The statistically significant interaction implies that the beneficial effects of engagement on performance would be more with a helpful organizational

culture.

Such an outcome brings to focus the significance of organizational culture as a critical boundary condition. The impact of engagement is greater performance when the organizational culture is aligned to the values of employees and which promotes productive behavior.

Table 10: Summary of Hypothesis Testing

Hypothesis	Path	Type	Result
H1	TD $\rightarrow$ EP	Direct	Supported
H2	PA $\rightarrow$ EP	Direct	Supported
H3	CB $\rightarrow$ EP	Direct	Supported
H4	TD $\rightarrow$ EE	Path to Med	Supported
H5	PA $\rightarrow$ EE	Path to Med	Supported
H6	CB $\rightarrow$ EE	Path to Med	Supported
H7	EE $\rightarrow$ EP	Med to DV	Supported
H8	TD $\rightarrow$ EE $\rightarrow$ EP	Mediation	Supported
H9	PA $\rightarrow$ EE $\rightarrow$ EP	Mediation	Supported
H10	CB $\rightarrow$ EE $\rightarrow$ EP	Mediation	Supported
H11	OC moderates EE $\rightarrow$ EP	Moderation	Supported

The hypothesis-testing results are summarized as in table 10. Empirical support is given to all eleven hypotheses. The results support direct impact of HR practices on employee performance, the mediating impact of employee engagement and moderating impact of organizational culture on the engagement-performance relationship.

Altogether, the findings of the hypothesis prove the relevance of the theoretical framework and show the interdependence of the HR practices, employee engagement, organizational culture, and employee performance within Pakistani organizations.

Discussion

The paper is empirical research on how HR practices are related with employee engagement, organization culture and employee performance in Pakistani organizations. The results indicate that training and development, performance appraisal and compensation and benefits have direct and indirect impacts on employee performance (Saputri et al., 2025). Employee engagement is an important mediating factor whereas organizational culture is an important moderator. These findings can be used to build on HRM theory and indicate that the enhancement of

performance results is not only contingent on instrumental HR investments, but also on psychological involvement and enabling cultural factors (Ahmad et al., 2021).

The immediate impacts of the three HR practices on performance are in line with the resource-based perspective which postulates that organizations enhance performance through the creation of employee competencies, definition of performance expectations and rewarding employees accordingly (Gerhart & Feng, 2021). The outcomes of mediation also verify the social exchange theory in the sense that employees will respond positively when they feel that they are supported by the organization in terms of training opportunities, fair evaluation systems and rewards (Jung & Takeuchi, 2019). Such practices promote a greater involvement, which, in turn, leads to an enhanced performance. The result on moderation is in line with a cultural-contingency view, in which a strong organizational culture reinforces the transfer of engagement into performance by setting up norms that promote engaged behavior (Zhong et al., 2016).

The real-world applications are significant to Pakistani organizations. HR managers must realize that capacity building, performance management and reward systems must collaborate to produce a highly engaged workforce (Michulek et al., 2023). Companies ought to provide valuable training, have open appraisal systems and offer attractive remuneration package. Moreover, cultural practices fostering shared values, cooperation and performance-oriented environment must be encouraged to ensure that the benefits of engagement are maximized (Ahmad et al., 2021).

Limitations

There are various limitations to this study. Its cross-sectional nature restricts the possibility of forming causative links since it is not possible to determine the time order. Despite the statistical remedies used, common method bias might still affect the results. The use of convenience sampling restricts the generalizability of the results to the wider population. There can also be a reliance on

single-source self-reported data, which can also bring bias in responses. In addition, the research is confined to Pakistani organizations thus the results might not be directly applicable to other cultures.

Future Research Directions

Longitudinal designs should be employed in future research to identify the sequence of causation and the changing trend of HR practices, employee engagement, and employee performance over time. The validity would be enhanced by research based on various sources of data, including performance rated by the supervisor. The cross-cultural comparisons might also provide further explanation of the boundary conditions of the observed relationships. Further mediators such as organizational commitment, job satisfaction or psychological capital should also be examined to explain the underlying mechanisms. Lastly, the discussion of certain aspects of organizational culture can give a more profound insight into the moderating effect of culture on the engagement performance relationship.

Conclusion

This research paper makes a contribution to the HRM study by demonstrating that a combination of HR practices, employee engagement & organizational culture determines employee performance in Pakistani organizations. The mediation graphs that are supported reveal that HR practices are also indirectly working through bringing engaged psychological states of employees. The high moderation effect depicts that organizational culture moderately affects the degree of engagement being translated into performance. These results can offer evidence-based advice to HR practitioners in Pakistan who want to enhance employee performance through the combination of technical HR practices, psychological and cultural support. These complicated relationships are crucial to understand since Pakistani organizations are becoming more competitive and are experiencing persistent talent-management issues.

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