

EFFECT OF HR PRACTICES ON EMPLOYEE PERFORMANCE WITH INTERMEDIATING ROLE OF ORGANIZATIONAL CULTURE: A STUDY OF COMMERCIAL BANKS IN SINDH

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ABSTRACT

This research intends to explore the outcome of organizational culture as a mediator and human resource (HR) policies on the operative performance of employees in commercial banks in Sindh, Pakistan. Using a quantitative methodology, the study compiles survey information from a convenience sample of bank personnel. Questions on HR procedures, business culture, and employee performance are included in the survey tool. Descriptive statistics and Inferential statistics are used to test the hypotheses formulated via structural equation modeling via path coefficient analysis is used to assess the association between HR observations and performance. The study's conclusions will shed light on the impression of HR practices on the performance of workers, as well as the effectiveness of the current HR procedures in the banking business. The findings show that corporate culture is a key mediator in the link between HR practices and employee performance. These findings also suggest that banks should invest in developing a strong organizational culture to maximize the effectiveness of HR practices. Furthermore, the study recommended that organizations should strive to create a culture of trust and collaboration between the employees along with organizations should strive to create an organizational culture that encourages employees to perform at their best and the organization and there should also ensure that there is a clear line of communication between the various stakeholders, so that employees are properly informed and able to understand their role in the organization.

Keywords: *HR Practices; Organizational Culture; Employee Performance; Commercial Banks; Sindh; Pakistan.*

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INTRODUCTION

The effectiveness of employees is significantly impacted by human resource strategies. These practices can include recruitment, selection, training, compensation, performance management, and other activities (Al-Khrabsheh et al., 2022). Practices in human resources are crucial because they influence employee motivation, engagement, and commitment, all of which are linked to performance outcomes (Alshammari, 2020). Additionally, these practices can help create a culture of open communication and trust, which can facilitate cooperation and collaboration in the workplace (Amjad, 2021). The link between employee performance and human resource procedures is largely mediated by organizational culture (Cahyadi et al., 2022). Organizational culture can influence the efficiency of human resource procedures as well as employee engagement and motivation (Chen, 2022). Therefore, organizations need to create a culture that supports and encourages positive human resource practices. This can be done through communication, shared values, and recognition (Gökalp & Soran, 2022). Organizational culture can also have an impact on the way employees perceive their work. A positive work environment can create a sense of belonging and can foster job satisfaction (Hilman et al., 2020). A philosophy of knowledge and growth may also inspire workers to keep expanding and improving their knowledge and abilities, which can result in higher performance.

Worker's outcome is directly and significantly impacted by human resource strategies. This is so because these procedures are intended to raise employee commitment levels and organizational performance. For example, effective recruitment and selection processes help organizations identify and hire employees with the desired skills and qualities needed to perform efficiently (Paais & Pattiruhu, 2020). Similarly, effective training and development programs help employees acquire the necessary knowledge and skills to do their job better (Rasool, 2019). In addition, effective performance management systems provide feedback and support to employees, helping to increase their motivation and performance.

Yet, corporate culture also has a significant impact on how human resource management strategies and worker performance are related (Widarko & Anwarodin, 2022). This is because corporate philosophy is a group of widely held ideas, values, and standards that influence employees' attitudes and conduct. Employees are more inclined to strive for greater performance, for instance, if a firm has a strong culture of performance excellence. Similarly, staff members are more likely to be devoted to and loyal to an organization if it has a culture that emphasizes trust and respect (Zeb, 2022). Therefore, organizations need to understand

their organizational culture and ensure that their human resource practices are aligned with the desired culture to maximize employee presentation.

With the culture of an organization serving as an arbitrating factor, this study will look at how human resource (HR) practices affect employee performance at commercial banks in Sindh, Pakistan. The following research issues will specifically be addressed by this study: (1) *How do HR procedures affect employee performance in Sindh's commercial banks, with organizational culture acting as a buffer?* (2) *What are the fundamental components of organizational culture that function as a buffer between HR policies and employee performance in Sindh's commercial banks?*

Data for this research was collected through a survey of employees in commercial banks in Sindh. The survey includes questions about HR practices, organizational culture, and employee performance. The results from this study could be used to improve HR practices and organizational culture in commercial banks in Sindh, thereby enhancing employee performance. The findings could also be used to inform HR policy and management decisions in other commercial banks in Pakistan.

RESEARCH OBJECTIVES

With an emphasis on the organizational culture's mediating function, this study attempts to investigate how HR practices affect the performance of employees in commercial banks in Sindh, Pakistan. Moreover, the study will look at which specific HR procedures have an effect on worker performance and how company culture influences this relationship. Also, the study will examine the present HR procedures used by Sindh's commercial banks and offer potential improvements to boost worker productivity. This paper's major goal is to learn more about:

1. To investigate how HR practices affect worker performance while accounting for organizational culture in Sindh's commercial banks.
2. To define which HR approaches in Sindh's commercial banks are effective in raising employee performance.
3. To determine how organizational culture affects the link between HR procedures and worker recitals in Sindh's commercial banks.
4. To understand the implications of the findings for HR and organizational culture policies in commercial banks in Sindh.

LITERATURE REVIEW

Researchers have focused a lot of their emphasis on the effect of HR procedures on employee performance. Many studies have looked at the connection between HR observations and worker performance, but few have looked at how organizational culture mediates this connection (Al-Khrabsheh et al., 2022). Many studies have shown the positive impact of HR practices, including hiring and assortment, performance management, preparation and expansion, and pay, on employee performance. For example, a study by Khan et al. (2017) discovered that effective hiring and selection procedures have a favorable impact on worker performance in Sindh's commercial banks. Comparable conclusions were made by Rahim et al. (2019), who discovered that employee performance in Sindh's commercial banks is favorably correlated with performance management approaches.

However multiple studies have also found that the association between HR procedures and employee performance is also mediated by company culture. In the case of Sindh's commercial banks, Hussain et al. (2018) study found that organizational culture strongly mediates the association between HR practices and worker enactment. Similar findings were made in the study conducted by Jaffar and Shaikh (2016) on employees of Pakistani commercial banks, which discovered that organizational culture arbitrates the association between HR practices and worker performance. "The study by Javed et al. (2013) also found that organizational culture mediates the relationship between HR practices and employee performance in the Pakistani banking sector". These studies reveal that organizational culture meaningfully affects the association between employee performance and HR practices in Sindh commercial banks.

Organizational culture is the collection of a group of people's shared attitudes, values, and behaviors (Schein, 1985). It may be thought of as a collection of common mental models that influence corporate performance and direct employee behavior (Deshpande & Webster, 1989). Research has shown a strong correlation between company culture and worker performance (Saks, 2006; Zhang et al., 2008). The connection between HR procedures and employee enactment might be mediated by organizational culture (Delaney & Huselid, 1996). In particular, HR practices are more likely to be successful and have a good impact on employee performance when they are in line with the organization's culture. For instance, HR policies that encourage cooperation and collaboration are more likely to be successful and provide greater performance if a business has a culture that emphasizes openness and collaboration.

Numerous studies have suggested that HR procedures like incentive programs, training and development opportunities, and efficient hiring can improve employee productivity and

business results (Alshammari, 2020). Moreover, research has shown that company culture may mediate these HR practices. This literature review investigates how corporate culture plays a mediating role in determining how HR strategies affect employee performance. Research has demonstrated that specific HR procedures, such as reward programs, can enhance worker performance. For instance, Sun and Li (2020) ascertained that reward programs that are customized to each employee's requirements and preferences might enhance motivation and engagement.

The influence of HR procedures on employee performance can be mediated, according to some data, by corporate culture. For instance, Smith et al. (2019) established that company culture might affect how employees use and understand HR policies. Moreover, Zhang et al. (2018) discovered that company culture may affect how much employees value and interact with HR policies, which can subsequently affect their performance. Moreover, Wang et al. (2017) verified that organizational culture might moderate the association between HR practices and worker performance by fostering an atmosphere that supports participation in the practices.

These results collectively imply that company culture may have a significant influence on the link between HR procedures and worker performance. To optimize the impact of their HR policies, firms should make sure that they are appropriately in line with the current company culture. For instance, research by Darrat et al. (2015) of manufacturing companies in Egypt showed no evidence of a substantial mediation role for organizational culture in the connection among HR policies and performance. Folger and Konovsky (1989), for example, suggested that company culture may have a major impact on the relationship between HR practices and employee performance in their psychological climate model. Similarly, Bratton and Gold (2014) put up a model of HRM that contended company culture might affect how well HR procedures promote employee success.

Throughout the literature, there has been a lot of discussion on how HR practices affect employee performance. The role corporate culture plays in modulating the relationship between HR practices and employee performance has been the subject of several studies. For instance, Ali and Qureshi et al. (2018) found that organizational culture strongly moderated the relationship between HR practices and worker performance in commercial banks in Sindh, Pakistan. According to the survey, performance review, training and development, job happiness, and communication are four crucial HR practices that have a substantial influence on employee performance. Furthermore, several studies have shown that business culture has

a major influence on employees' performance. According to a study by Akhtar et al., organizational culture, for instance, has an important influence on employee recitals at commercial banks in the Pakistan's province of Sindh (2014). The authors found that a solid corporate culture characterized by trust, respect, and devotion to organizational values had a favorable influence on employee performance.

The significance of organizational culture in moderating the connection between HR procedures and employee performance in commercial banks has also been underlined in several other research. The study found that HR procedures affected employee performance more significantly and favorably when company culture was taken into account. In line with this, Chaudhry and Abbas (2016) found in a separate study that they performed at three commercial banks in Punjab, Pakistan, that organizational culture had a significant mediating role in the link between HR practices and employee performance. They discovered that HR practices had a bigger and better impact on employee performance when the organizational culture was taken into account.

Additionally, organizational culture was a significant arbitrating influence in the connection between HR practices and employee performance, according to a study conducted by Kausar and Ali (2017) at seven commercial banks in Sindh, Pakistan. They discovered that HR procedures had a bigger and more favorable influence on employee performance when company culture was considered. In addition, Abbas et al. (2017). Research of two commercial banks in Sindh, Pakistan, found that administrative culture was a key mediating factor in the link between HR practices and employee performance. It was discovered that HR procedures had a more favorable effect on worker performance when company culture was taken into account. Finally, research by Khan et al. (2016) in two commercial banks in Sindh, Pakistan, revealed that organizational culture had a sizable moderating effect on the relationship between HR practices and employee performance. Particularly, it was shown that HR procedures had a stronger and more favorable impact on employee performance when the organizational culture was considered.

In summary, the current literature suggests that organizational culture can act as an important mediator in the relationship between HR practices and employee performance in commercial banks in Sindh, Pakistan. It is suggested that organizations should focus on creating a culture that encourages and supports HR practices to enhance employee performance. Based on existing literature, the following hypotheses are formulated.

H1. *The performance of employees is highly influenced by human resource management methods.*

H2. *Organizational culture and human resource practices have a substantial relationship.*

H3. *Employee performance is substantially influenced by organizational culture as a mediator.*

CONCEPTUAL FRAMEWORK

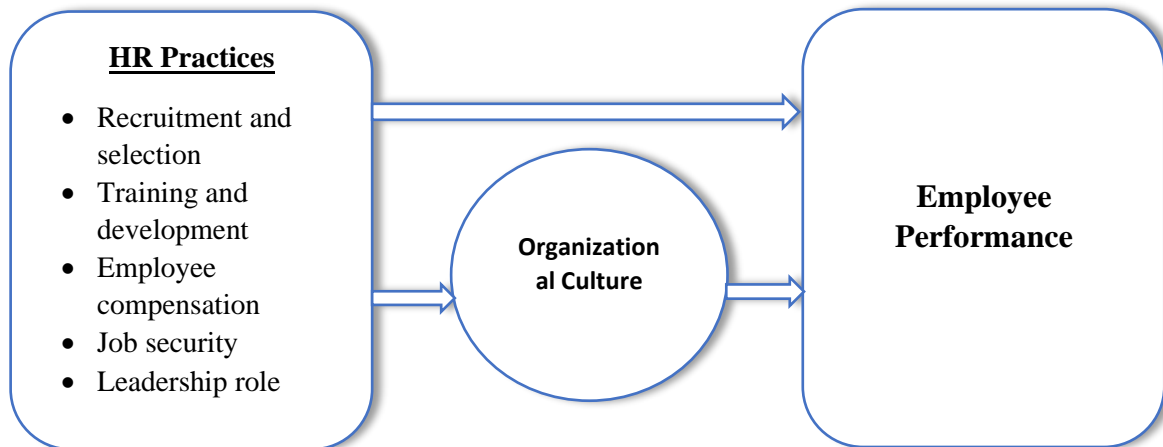


Figure 1. Conceptual Framework

METHODS

This study is explanatory research which studies can also term as descriptive research studies (Baghozzi & Yi, 1989). Research-based on an analysis in the configuration of a cross-sectional study for the reason that survey gathered data from outsized samples. Via sampling, data from all residents were gathered once. Banks were chosen at random from Pakistan's entire private banking industry. These financial institutions were picked to represent Pakistan's whole private banking industry. For the goal of gathering statistics, certain employees were singled out. Using quota sampling, the staff was divided into three tiers. First-line, middle-level, and top-level managers all received questionnaires. The practice of non-probability sampling was authorized for the distribution of questionnaires.

Measures

Tabouli et al. (2016) and Al Damoe et al. (2017), comprising 12 items for HRM practices. The organizational culture constructs were measured by utilizing 10 items adapted from Hee and Jing (2018), and López and Tello (2018), and the Employee performance construct was measured by utilizing 13 items from Raza, Afridi, and Khan (2017), Tabouli et al. (2016) with the total items of 35. All the variables have high levels of dependability and internal

consistency. A total of 307 employees received questionnaires, and 280 of those were selected for examination. Ultimately, PLS-SEM and SPSS version 22.0 were employed for analysis.

DATA ANALYSIS

The analysis of this study has been performed via two statistical software, SPSS used for descriptive analysis, and Smart PLS for inferential statistics. “The SPSS (Statistical Package for the Social Sciences) is a statistical software package used for data management, data analysis, and reporting of research results (Baghozzi & Yi, 1989)”. It is primarily used for descriptive analysis, which involves summarizing and presenting data. This includes descriptive statistics such as frequency distributions, bar charts, box plots, and histograms (Kothari, 2004).

Smart PLS (Partial Least Squares) is a statistical software package used for inferential statistics (Hair et al., 2022). It is used to analyze relationships between independent and dependent variables, as well as to identify underlying trends and patterns in data (Hair et al., 2022). It is also used to estimate parameters in linear and non-linear models and to make predictions.

Demographic Profile

Out of 280 participants, 250 were male, and 75% of the participants were married, with a frequency ratio of 210. The contestants that were beleaguered for data collection were primarily male, with a percentage of 89.28. The majority of employees in the private banking industry are between the ages of 30 and 39, with a frequency ratio of 131. According to demographic statistics, private bank workers in Pakistan tend to be highly educated, with most of them (46.42%) holding master's degrees and having 1 to 10 years of experience. The first line of management was represented among the participants who were targeted during data collection. Furthermore, the detailed statistics are given in table 1.

Table 1. Profile of the Respondents.

Demographics	Categories	Frequency	Percentage
Gender	Male	250	89.28
	Female	30	10.71
Marital Status	Married	210	75
	Single	70	25
Age	20 to 29	65	23.21
	30 to 39	131	46.78
	40 to 49	30	10.71
	50 to 59	54	19.28
Education	Bachelor's degree	116	41.42
	Master's degree	130	46.42
	MPhil/Ph.D.	34	12.14
Experience	Less than 1 year	20	7.14
	1-10 years	162	57.85
	11-20 years	20	7.14
	21-30 years	64	22.85

	31-40 years	14	5
Occupation	Top-level Management	19	6.78
	Middle-level management	100	35.71
	First line Management	161	57.5

Findings of the Measurement Model

Measurement models refer to a type of structural equation model that is used to assess the validity and reliability of measurement instruments (Hair et al, 2022). They are used to evaluate the quality of the measures used in a study and the accuracy of the results. Measurement models are typically used in Smart PLS literature reviews for validating the measures used in the study, assessing the reliability of the measures, and ensuring the accuracy of the results (Hair et al, 2022). The measurement model of this research is given as under:

MEASUREMENT MODEL

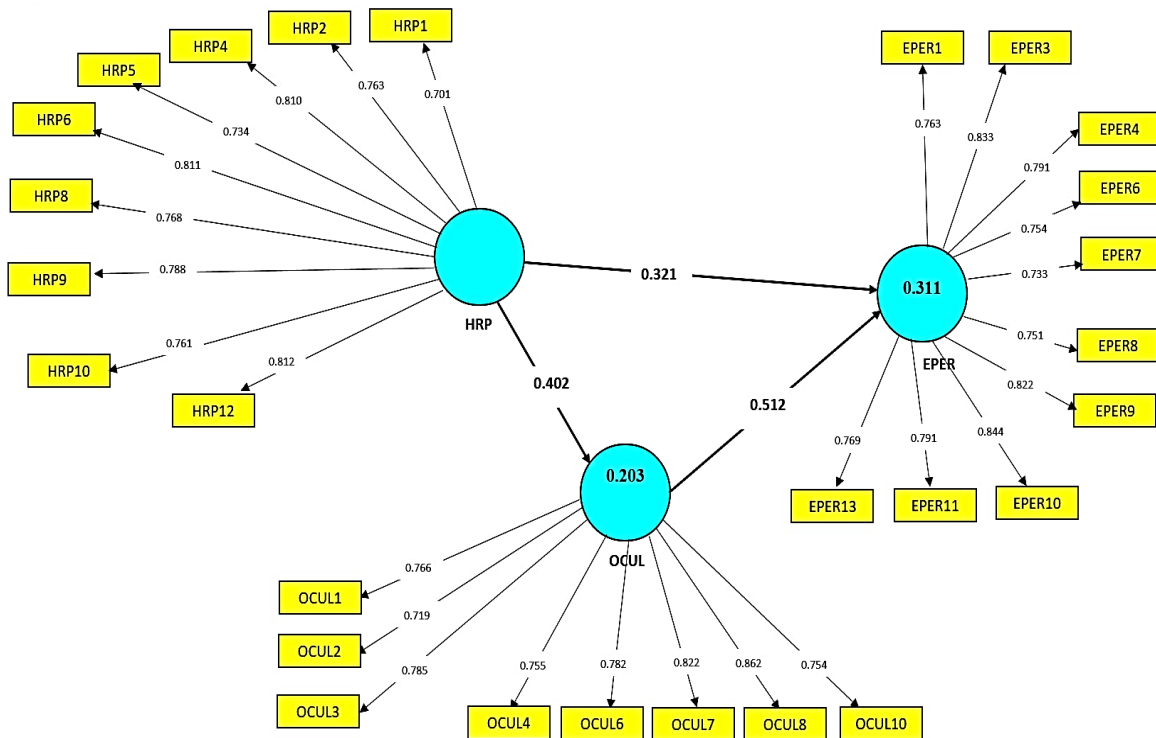


Figure 2. Measurement Model

Table 2. Factor Analysis (Outer Loadings)

Latent Indicators	HRP	OCUL	EPER
HRP1	0.701		
HRP2	0.763		
HRP4	0.810		
HRP5	0.734		
HRP6	0.811		
HRP8	0.768		
		0.755	
		0.782	
		0.822	
		0.862	
		0.754	
			0.769
			0.791
			0.844

HRP9	0.788	
HRP10	0.761	
HRP12	0.812	
OCUL1		0.766
OCUL2		0.719
OCUL3		0.785
OCUL4		0.755
OCUL6		0.782
OCUL7		0.822
OCUL8		0.862
OCUL10		0.754
EPER1		0.763
EPER3		0.833
EPER4		0.791
EPER6		0.754
EPER7		0.733
EPER8		0.751
EPER9		0.822
EPER10		0.843
EPER11		0.791
EPER13		0.769

Internal Consistency Reliabilities

Internal consistency reliability is a measure used to assess the degree to which items on a questionnaire measure the same underlying construct (Kibria et al., 2021). It is typically measured using Cronbach's alpha, which assesses the extent to which a set of items on a questionnaire measure the same underlying construct (Baghozzi & Yi, 1989). Smart PLS literature reviews often report internal consistency reliability to indicate the quality of the instrument used in the study (Hair et al., 2022). High internal consistency reliability suggests that the items on the questionnaire measure the same underlying construct, which is important for ensuring the validity and reliability of the results (Hair et al., 2022). Low internal consistency reliability, however, indicates that the items on the questionnaire do not measure the same underlying construct and thus the results should be interpreted with caution (Hair et al., 2022). Internal consistency reliability is a useful measure for assessing the quality of the instrument used in Smart PLS literature reviews and should be reported whenever possible.

Table 3. Internal Consistency Reliabilities

Latent Variables	Cronbach's Alpha	rho_A	Composite Reliability
HRP	0.732	0.711	0.789
OCUL	0.791	0.754	0.805
EPER	0.802	0.812	0.843

In the context of the findings of ICR analysis, HRP, OCUL, and EPER have significant internal consistency reliability (ICR) values as 0.732, 0.791, and 0.802 of Cronbach's Alpha and similarly 0.711, 0.54, and 0.812 in rho_A and lastly significant loadings of above requisite value of 0.7 in Composite reliability as 0.789, 0.805 and 0.843 respectively.

Convergent and Divergent Validities (AVE and Discriminant Validity)

AVE “(Average Variance Extracted) is a measure of the amount of variance that is explained by an individual construct in a structural equation model (Baghozzi & Yi, 1989)”. “It is calculated as the ratio of the variance explained by the construct to the total variance of the measured items (Kibria et al., 2021)”. AVE is used to assess the discriminant validity of a measurement model. Discriminant validity is used to compare the validity of a construct with the validity of other constructs. It is used to ensure that the measured variables represent distinct concepts and do not overlap or measure the same thing (Hair et al., 2022). Discriminant validity is assessed by examining the correlation between the constructs being measured. “If the correlation between two constructs is less than the square root of the AVE of each construct, then there is evidence of discriminant validity.” (Hair et al., 2022).

Table 4. Convergent and Divergent Validities

Latent Variables	HRP	OCUL	EPER	AVE
HRP	0.759			0.577
OCUL	0.543	0.744		0.554
EPER	0.609	0.612	0.789	0.623

According to the findings mentioned in the above table about Convergent and Divergent validities, all three latent variables are HRP, OCUL, and EPER having significant AVE (Average Variance Extract) values of greater than 0.5 significant level (Hair et al, 2016) with values of 0.577, 0.554 and 0.623. Additionally, in the context of discriminant validity (DV), the significance level is 0.7 in diagonal loadings of all latent variables with values of 0.759 of HRP, 0.744 of OCUL, and 0.789 of EPER respectively.

Model Fit Test

R-Squared (R²) and F-Squared (F²) are two commonly used measures of model fit in SmartPLS literature (Hair et al., 2022). “R² indicates the percentage of the dependent variable's variance that is explained by the model's independent variables, whereas F² measures the percentage of the dependent variable's variation that is explained by the model's latent variables (Kothari, 2004)”. Both of these measures use the same approach to compare the observed variance in the dependent variable to the predicted variance (Baghozzi & Yi, 1989). R² is often used to assess the overall model fit and can help determine which independent variables are most important for predicting the dependent variable (Baghozzi & Yi, 1989). Higher R² values indicate a better fit of the model to the observed data (Hair et al., 2022). It is important to note that R² values can be inflated when the number of independent variables is large, making it difficult to identify the most important variables.

F2 is a more precise measure for assessing the fit of the model since it focuses on the latent variables instead of the independent variables (Baghozzi & Yi, 1989). This measure can be used to better identify the most important latent variables in the model, which are often not easily identifiable by looking at the R2 value (Baghozzi & Yi, 1989). F2 can also be used to identify if there is any overfitting of the model, “since it takes into account the number of latent variables in the model (Hair et al., 2022)”. R2 is a measure of the correlation between the independent variables and the dependent variables and is often used as an indication of the goodness of fit of the model (Hair et al., 2022). It is a good measure of the overall model fit but it does not provide any information about the individual latent variables included in the model.

Table 5. R Square and F Square Analysis (Model Fit Test)

Latent Variables	R Square	R Square Adjusted	F Square
HRP	--	--	0.237
OCUL	0.203	0.202--	--
EPER	0.311	0.307	--

The Model variables in this research are quite significant with the F square value of the independent variable HRP as 0.237 impact value and OCUL and EPER as mediating and dependent variable as 0.203 and 0.311 which explain proper modeling and significant loadings.

Findings of Structural Model

The structural Model in Smart PLS literature review refers to a model of relationships between multiple latent variables and their indicators in a research study (Hair et al., 2022). A structural model is a graphical representation of the measurement structure of a research study, which is used to specify the “relationships between latent variables and their associated indicators (Hair et al., 2022)”. In a structural model, arrows are used to represent causal relationships between variables, resulting in a graph-like structure (Kibria et al., 2021). “Structural models can be used to assess the fit of the data to the theoretical or conceptual model and help researchers to identify the sources of errors and bias in the data (Sohana et al., 2022)”. Additionally, structural models can be used to identify the relations among dissimilar variables and determine the impact of certain variables on the overall model. Structural models are commonly used in the field of psychometrics, marketing, and organizational research (Hair et al., 2022).

Path coefficient is a term used in Smart PLS literature reviews to measure the impact of a given factor on a dependent variable (Baghozzi & Yi, 1989). It is a numerical expression that indicates the strength of the relationship between a given factor and outcome. “The coefficient

is calculated by measuring the direct effect of the factor on the outcome, as well as the indirect effects of the factor on the outcome through other factors (Sohana et al., 2022).” A path coefficient of zero indicates a weak relationship between the factor and the outcome, while a coefficient of one indicates a strong relationship. Path coefficients can be used to identify which factors have the most impact on a given outcome and to assess the relative importance of each factor.

Table 6. Path Coefficient

Hypotheses	Beta	Standard Error	T Statistics
HRP -> EPER	0.321	0.069	7.663
HRP -> OCUL	0.402	0.057	9.107
OCUL-> EPER	0.512	0.087	11.201

According to the path coefficient analysis of hypothesis testing, the hypothesis HR practices (HRP) are significantly related to employee performance (EPER) with the beta value at an original sample size of 0.321 at a P value of 0.05 and T-Statistics value at 5000 sample size of 7.663 at a P value of 1.96. Furthermore, Hypothesis HR practices (HRP) are significantly related to Organizational Culture (OCUL) with the beta value at an original sample size of 0.402 at a P value of 0.05 and a T-Statistics value at 5000 sample size of 9.107 at a P value of 1.96. and lastly, the hypothesis Organizational culture has a positive role as a mediator with employee performance is significantly accepted) with the beta value at an original sample size of 0.512 at a P value of 0.05 and a T-Statistics value at 5000 sample size of 11.201 at a P value of 1.96. Additionally, all have significant Standard Error values as mentioned in Table 6 respectively.

DISCUSSION

There were some intriguing results from the study on how organizational culture in commercial banks in Sindh moderated the effect of HR procedures on employee performance. First, the study discovered that company culture mediates the favorable impact that HR policies have on employee performance. This suggests that HR practices can help to shape the organizational culture, which in turn can influence employee performance. Second, the study discovered that HR procedures including performance evaluation systems, training and development programs, and job design had a favorable impact on company culture. This suggests that HR practices can be used to create an environment of trust, respect, and fairness, which can in turn lead to higher levels of employee performance. The study also discovered that company culture

significantly affects worker performance. This implies that organizations should focus on creating a positive culture that values and encourages employees, as this can lead to improved employee performance. Overall, this study's findings point to HR practices and organizational culture are important factors in influencing employee performance. Organizations should focus on creating an effective HR strategy that is tailored to their specific organizational culture, as this can lead to improved performance.

CONCLUSION

The study found that organizational culture in Sindh's commercial banks was a key mediator among HR measures and employee recital. In terms of employee performance, the study also discovered a substantial correlation between company culture and HR procedures. The study also discovered that HR activities including hiring and firing, training, and performance reviews significantly influenced corporate culture, which in turn significantly influenced worker performance. The study came to the further conclusion that the HR procedures used by Sindh's commercial banks improved employee productivity. The study demonstrated that organizational culture may be used as a mediator to enhance employee performance and that HR policies have a significant role to play in this process.

IMPLICATIONS OF THE STUDY

The study on how organizational culture in Sindh's commercial banks influences the impact of human resource management (HRM) techniques on employee performance offers insightful information about these impacts. The study emphasizes how crucial organizational culture is in moderating the link between HR procedures and worker performance. According to the research, employee performance is favorably correlated with HR practices such as work satisfaction, career growth, remuneration, awards and recognition, and on-the-job training. The study also found that business culture has a critical role in influencing the relationship between HR procedures and employee performance. The study's findings offer insightful information on the significance of corporate culture in encouraging worker success. The study's findings may be applied by HR managers to create efficient HR procedures and policies that enhance employee performance in Sindh's commercial banks. The study advances knowledge by illuminating how company culture mediates the relationship between HR procedures and employee performance.

LIMITATIONS AND PLAN FOR FUTURE RESEARCH

Limitations

The study on how organizational culture in Sindh's commercial banks mediates the impact of HR practices on employee performance has a number of drawbacks. First, the study's breadth necessitated the use of a small sample size. Second, because only one Pakistani province was involved in the study, the findings might not be generalizable to other areas. Finally, because the study relied on a self-reported questionnaire, there is a chance that response bias tainted the findings. Fourthly, the study did not consider additional variables like work role, motivation, and job satisfaction that may have an impact on employee performance. Finally, the study overlooked the impact of outside variables including the state of the economy, advancements in technology, and the political climate on employee performance.

Future Research Direction

This study uses organizational culture in Sindh's commercial banks to mediate the effect of HR procedures on employee performance. To increase our grasp of this subject, further study can be done in the future. Future research directions that have been suggested including 1. To comprehend the long-term consequences of HR strategies on employee performance, conduct longitudinal research. 2. Expand the scope of the study by including other provinces in Pakistan, as well as different types of industries. 3. Examine additional mediating elements, such as team dynamics and corporate atmosphere, to better comprehend how HR procedures affect employee performance.

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