

Analytics of Human Resource Practices on Employee Performance with the Intermediating Role of Organizational Culture: A Study of Commercial Banks in Sindh

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Abstract

This research intends to explore these outcomes within organizational' s cultures as mediator as well as human resource (HR) policies on 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. The main result focus on descriptive statistics and empirical analysis used Smart-PLS software and MATLAB for scientific analysis are used to test r Total distributing questionnaire 307 and received 280 questionnaire analysis data 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 among HR observers and performance. The 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 civilization is a key mediator in the link connecting HR practice and employee performance. These findings also suggest that banks should invest in developed a burly organizational culture in order to maximize these effectiveness of HR practices. Furthermore, 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

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 (Delety, 1998). Practice in human resources are crucial because they influence employee motivation, engagement, and commitment, all of which are linked to performance outcomes (Alshammari, n.d.) Additionally, these practices can help generate a culture of open statement and trust, which can facilitate cooperation and collaboration in the workplace (Amjad, F, 2021). The link between employee performance and human resource procedures is largely mediated by organizational

culture (Cahyadi, L, 2022). The organizational culture can influence the efficiency of human resource procedures as well as employee engagement and motivation (Chen, C. H. 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, P., & Soran, S. 2022). Organizational culture can also have an impact on the way employees perceive their work. A positive work environment can create a intelligence of belonging and can foster jobs satisfaction n (Hilman, H., et al, 2021). 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. Workers' 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, M., & Pattiruhu, J. R. 2020). Similarly, effective training and development programs help employees obtain the essential awareness and skills to do their job better (Rasool, S. F, 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 important impact on how Human Resoure Management strategies and worker performance are related (Widarko, A., & Anwarodin, M. K. 2022). This is due to the fact that 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 probable to being devoted to and trustworthy into association if it has a culture that emphasizes trust and respect (Zeb, A., 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? These surveyed data collected by closed ended questionnaire for our research study from employees within commercial banks in Sindh. The survey will include questions about HR practices, organizational culture, and employee performance. The outcome from his revision could be use the 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 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 recital in Sindh's commercial banks.
4. To understand the implications of the findings for HR and organizational culture policies in commercial banks in Sindh.

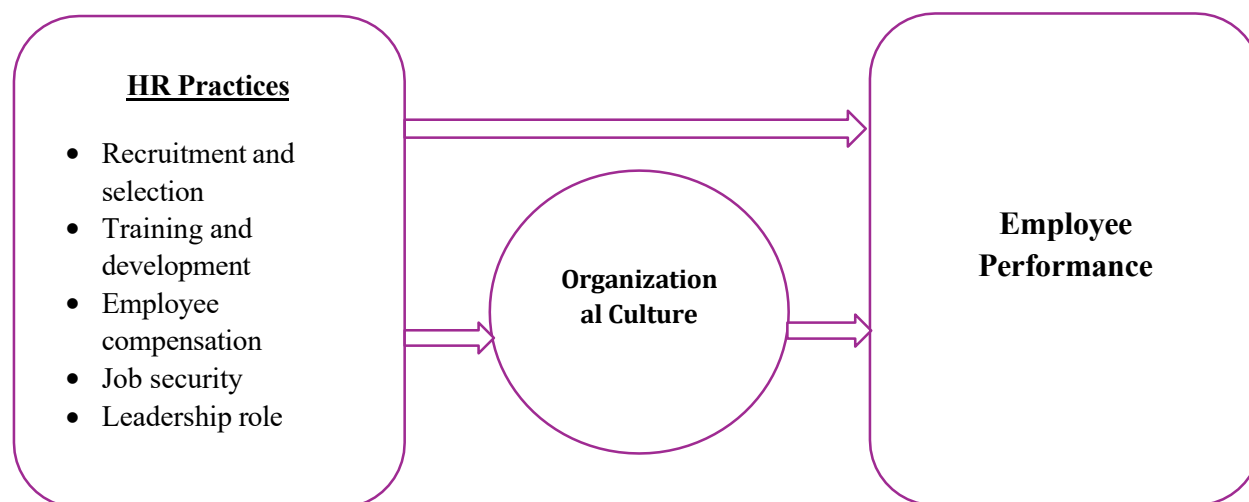
Literature Review

Researchers have focused a lot of their emphasis on these effects on HR procedures upon employees' performances. Various studies have looked at the association between HR observers and worker performance, but few have looked at how organizational culture mediates this connection (Al-Khrabsheh, A. A., 2022). Much research has shown these positive impacts on Human Resource practice, including as hiring as well as assortment, performance management, preparation and expansion, and pay, on employee performance. such as, the research discovered those effective hiring and selection procedures have a favorable impact on worker performance in Sindh's commercial banks (Khan et al. 2017). 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 amongst HR procedures and employee performance is also mediated by company culture. In the case of Sindh's commercial banks, Hussain et al study.'s from 2018 found that organizational culture strongly mediates the association among 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 amongst HR practices and worker performance. "The study by Javed et al. (2013) also Within Discovery Organization Culture these relationships linking human resource practice & employee performances becomes evident. within a Pakistani banking's sectors". These studies reveal that organizational culture meaningfully affects the association amongst 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 and Webster, 1989). Research has exposed a strong connection between company culture and worker performance e (Saks, 2006; Zhang et al., 2008). The connection between HR procedures and employee enactment might be mediated by organizational culture (Delaney and Huselid, 1996). In particular, HR practices are further expected to be successful and have a good effectiveness on employees' performance when they are in line 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 places an emphasis on 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, A. A. 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's (2020) study discovered that reward programs that are customized to each employee's requirements and preferences might enhance motivation and engagement. These influences on HR procedures upon employee's performance could be mediated, according to some data, by corporate culture. For instance, Smith et al (2019). 's study discovered that company culture might affect how employees use and understand HR policies. Moreover, Zhang et al(2018) . 's study 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)'s

study discovered these organizational' s cultures might moderate an association among HR practices as well as worker performances by fostering an atmosphere that supports participation in the practices. These results collectively imply that company culture may have a significant influence on the linkage among Human Resource procedures along with worker Performance. In order 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 upon these relationships among Human Resource's practice as well as employee's performances within their psychological climate model. Similar to this, Bratton and Gold (2014) put up a model of HRM that contended company culture might affect how well HR procedures promote employee success. Throughout this literature, various research articles focused upon HR practices affect employee performance. The role corporate culture plays in modulating these relationships among Human Resources practice & employee's performances have been subject's several research. For instance, Ali and Qureshi (2018) found that organizational culture strongly moderated these relationships among Human Resources practice as well as worker's performances within commercial banks into 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, these research studies that have explored business culture had major influences upon employees' performance. In the light of revision by (Akhtar et al.) directorial culture, for instance, has a important influence on employee recital at commercial banks in the Pakistani 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 upon employee's performances. This significance of organizational cultures in moderating this connection among HR procedures and employee performance in commercial banks has also been underlined in a number of 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' s cultures had the significant mediate function within these links among Human Resources practice as well as employee's performances. They discovered that HR practices had a bigger and better impact on employee performance when organizational culture was taken into account. Furthermore, organizational' s cultures have considerable arbitrating influence within these connection among HR practice as well as employee's performances, according into 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 taken into account. Additionally, Research of two commercial banks in Sindh, Pakistan, found that administrative culture was a key mediating factor in these relationships among HR practices & employee's performances (Abbas et al.2017). The research proved that HR procedures produced better results on employee performance when evaluating cultural aspects of organizations. Khan et al. (2016) documented that organizational culture demonstrated substantial influence on the human resources to employee performance relationship in two Sindh province Pakistani commercial banks. HR procedures demonstrated increased and better performance contribution among employees specifically when organizational cultural aspects were considered. The present research indicates organizational culture functions as an essential connection factor which explains how HR practice impacts business bank employee performance in Sindh Pakistan. Organizations should establish a workplace culture which develops HR practices to increase employee performance. The available academic works lead to these proposed research statements.

- H1.** 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.

Figure 1. Conceptual Framework



Methodology with Operationalization

Research is explanatory research which studies can also term as descriptive research studies (Baghozzi and Yi, 1989). Research is 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. Use of quota-sampling, to staffs were distributed in-to 03(three) tier. First line, middle level, and top-level managers all received questionnaires. The practice of non-probability sampling was authorized for the distribution of questionnaires. Weng and Hu (2009), Price and Mueller's (1986), Latham (1986), Weiss et al. (1967), and Parasuraman and Wormley (1990) were the sources from which 30 items were taken. All of the variables have high levels of dependability and internal consistency. One represents severely disagreement on a seven-point Likert scale, while seven represents strongly agreed. A total of 307 employees received questionnaires, and 280 of those were selected for examinations. Ultimately, Smart-PLS SEM & SPSS, versions 22.0 were employed for investigation.

Analysis Data

The investigation analysis relied on two statistical packages where SPSS managed descriptive statistics and Smart PLS handled inferential statistics. According to Baghozzi and Yi (1989) (S-P-S-S) "Statistical Package for the Social Sciences" serves as statistical softwares that supports research-data manage together with research reports and data analytical operations. The software executes descriptive analysis to provide data summaries by using articles such as frequency distribution and bar graphs and package plot as well as histogram (Kothari., 2004).

Smart-PLS functions as an inferential analysis software according to Hair et al. (2022). The tool helps researchers identify hidden connections between dependent and independent variables while exposing data-related trends present in the information (Hair et al., 2022). The software functions for both estimating parameters in linear and nonlinear models and the generation of predictive forecasts.

Demographic Profile

Out of 280 participants, 250 were male, and 75% married participants, within their ratio of frequency is 210. These contestants that were beleaguered for data collection were primarily male, with a percentage of 89.28. A mainstream employee within private banks sector was among 30 to 39 with ratio of frequency is 131.

Demographic statistics accordingly as private bank workers into Pakistan tend to be highly educated, with the majority of them (46.42%) holding master's degrees and having 1 to 10 years of experience. The first line management was represented among the participants who was target through data collected works. Furthermore, the detailed statistics is given as below in Tab. 1.0

Table-1. Respondent's Profiles.

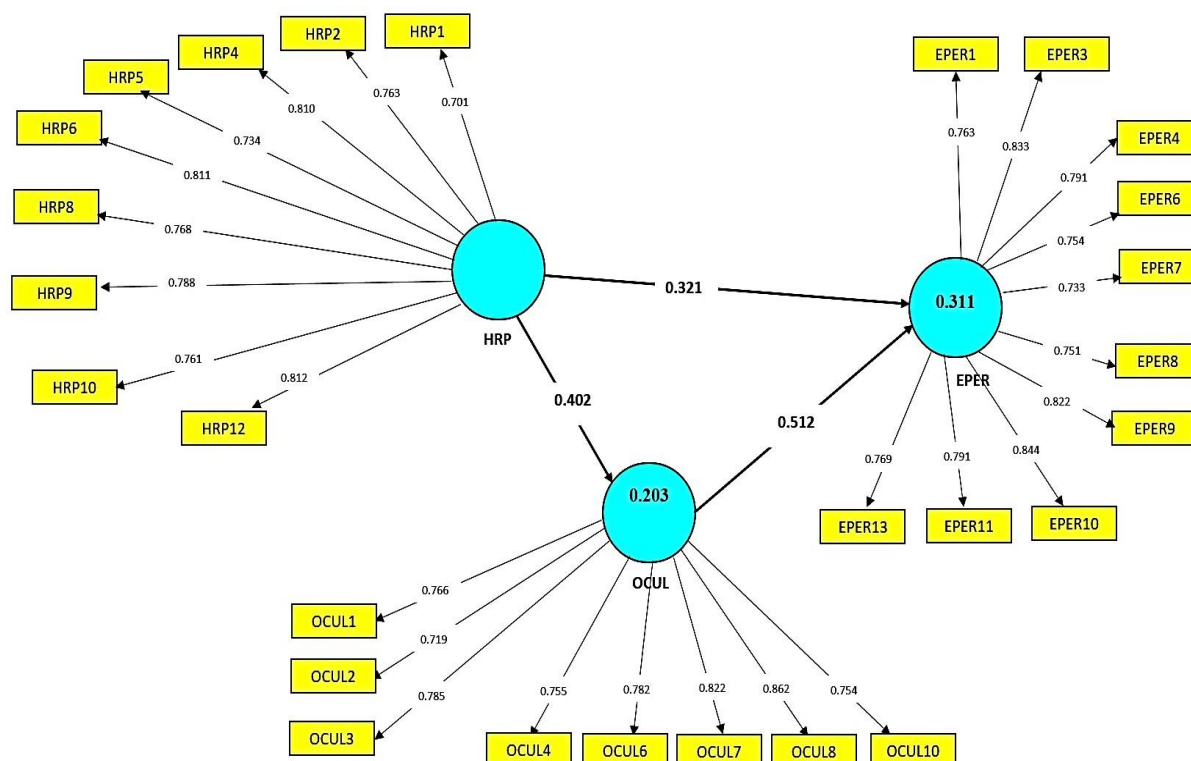
Demographics	Category	Frequencies	Percentage
Gender	Males	250	89.28
	Females	30	10.71
Marital Status	Married	210	75
	Single	70	25
Age	20 to 29	65	23.21
	30 to 39	131	46.78
	40 to 49	30	10.71
	50 to 59	54	19.28
Education	Bachelor Degree	116	41.42
	Master Degree	130	46.42
	MPhil/Phd	34	12.14
Experience	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

Measurement Model Results

The structural equation analysis called measurement model enables researchers to evaluate both the measurement tool reliability and validity (Hair et al., 2022). These models help inspect both the research implementation methods and the precision of obtained outcomes. The smart PLS literature review depends on measurement models for validating research methods while assessing measurement reliability as well as checking result accuracy according to Hair et al. (2022). The research model for this investigation is described as follows:

Figure 2: Measurement Model



Outer's Loading

Outer's loading into Smart-PLS review of literature referred into these loading with indicator's variables in a latent's variables by the outer indicator variables (Hair et al., 2022). Outer's loading indicates this extent to which these outer's indicator variables are associated with the latent variable (Baghozzi and Yi, 1989). They are using these strength's relationship among the latent's variables as well as the outer indicator variable. These loadings have been found to be highly predictive of the variance in the latent variable. The outer loading values are considered significant when they having 0.7 or greater loading value in their on latent variable. Here in context of this research outer loading values of all variables i.e HRP, OCUL and EPER having significant loadings with the

values of greater than 0.7 in their own latent variables which show that all indicators of each latent variables having significant outer loadings and consistency. Detailed statistics is given as below in Tab.2

Table-2. Analysis of Factors (Outer's Loading)

<i>S. No.</i>	<i>Latent's Indicator</i>	<i>HRP</i>	<i>OCUL</i>	<i>EPER</i>
1	HRP1	0.701		
2	HRP2	0.763		
3	HRP4	0.810		
4	HRP5	0.734		
5	HRP6	0.811		
6	HRP8	0.768		
7	HRP9	0.788		
8	HRP10	0.761		
9	HRP12	0.812		
10	OCUL1		0.766	
11	OCUL2		0.719	
12	OCUL3		0.785	
13	OCUL4		0.755	
14	OCUL6		0.782	
15	OCUL7		0.822	
16	OCUL8		0.862	
17	OCUL10		0.754	
18	EPER1			0.763
19	EPER3			0.833
20	EPER4			0.791
21	EPER6			0.754
22	EPER7			0.733

23	EPER8	0.751
24	EPER9	0.822
25	EPER10	0.843
26	EPER11	0.791
27	EPER13	0.769

Reliability of Internals' Consistencies:

Researchers employ internals' consistencies reliabilities as a methodology upto determine how well questionnaire items measure the fundamental topic (Kibria Aamir et al, 2021). Cronbach's alpha serves as the standard instrument employed for assessing the measurement quality of questionnaire items that relate to the same construct (Baghozzi and Yi, 1989). The quality assessment of research instruments in Smart PLS studies relies on internal consistency reliability measurement according to Hair et al (2022). The scores from each questionnaire item should uniformly represent the same construct to secure valid and reliable research outcomes (Hair et al, 2022). Results need careful interpretation when internal consistency reliability scores are low because it shows that the questionnaire items fail to measure the same core construct (Hair.et.al,.2022). These assessment quality in research instruments within Smart-PLS literature relies significantly on internal consistency reliability measurements so practitioners should always include them in their reports.

Table-3. Reliability of Internals' Consistencies

<i>Latten's Variable</i>	<i>Cronbach-Alpha</i>	<i>Rho-A</i>	<i>Composite's Reliabilities</i>
<i>HRP</i>	0.732	0.711	0.789
<i>OCUL</i>	0.791	0.754	0.805
<i>EPER</i>	0.802	0.812	0.843

In context of the findings of ICR analysis, HRP, OCUL and EPER having 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.

AVE and Discrimen's Validities:

AVE "(Average-Variance-Extracted) functions as a structural equation model measurement tool to quantify the construct variance that one construct explains in a model (Baghozzi and Yi, 1989)". AVE functions by dividing the construct's explained variance against the total measurement item variances (Kibria Aamir et al, 2021). The assessment of measurement model discriminant validity relies on using AVE calculations. Discriminant validity allows researchers to establish the validity of one construct relative to other constructs. The measured variables should demonstrate unique conceptual meanings and avoid overlapping or duplicating each other through the use of this assessment (Hair.et.al,.2022). The assessment into discriminant validities occurs through this analysis of these correlations among

diverse constructs within these measurement models. “These measurement model demonstrates evidence of discriminant validity when a construct’s squared root AVE value surpasses its correlation with all other constructs.” (Hair et al, 2022).

Table-4. Convergent-Divergent Validity

<i>Latent Variables</i>	<i>HRP</i>	<i>OCUL</i>	<i>EPER</i>	<i>AVE</i>
<i>HRP</i>	0.759			0.577
<i>OCUL</i>	0.543	0.744		0.554
<i>EPER</i>	0.609	0.612	0.789	0.623

According to the findings mentioned in above table about Convergent as well as Divergent validity, these 03(three) latent’ s variable are HRP, OCUL and EPER having considerable A.V.E (Average’s Variance Extract) valued of greatest then (0.5) significant level (Hair et al, 2016) with values of 0.577, 0.554 and 0.623. Additionally in context of Discriminant validity (DV) the significance level is 0.7 in diagonal loading’s these latent’ s variable with these values are 0.759 of HRP, 0.744 of OCUL and 0.789 of EPER respectively.

R(Square) & F(Square) / Model-Fitted-Tests)

Researchers in this Smart PLS literature commonly use R-Squared (R2) and F-Squared (F2) for measuring model fit according to Hair et al (2022). The percentage of dependent variable variance explained by independent model variables stands at R2 while F2 focuses on showing the percentage explained by model latent variables (Kothari, 2004). The evaluation method for these measures relies on comparing how much the dependent variable deviates from the predicted values according to Baghozzi and Yi (1989). R2 acts as an indicator to evaluate overall model performance while identifying the main independent factors that explain these dependent’s variables (Baghozzi,.1989). Greater (R2) statistics indicate better accuracy of how the model aligns with observed data points (Hair et al, 2022). The R2 values may become artificially high with an increasing number of independent variables making it difficult to determine key variables. The precision of model fit assessment comes from F2 because it analyzes latent’ s variable relatively then independent’s variable (Baghozzi,.1989). This evaluation technique helps determine essential latent model variables because their identification becomes challenging during R2 value inspection (Baghozzi and Yi, 1989). The F2 measurement helps identify model overfitting through its consideration of latent variables “since it takes keen on accounts the numbers on latent variable into the models (Hair et al,2022).” The independent variables' relationship with dependent variables measures through R2 functions as an indication to evaluate model-fit quality (Hair, et. al.,2022).

Table=5: R(Square) / F(Squares) Analyses (Models-Fited Tests):

<i>Variables of latent</i>	<i>R(Square)</i>	<i>R(Square) Adjusted</i>	<i>F(Square)</i>
HRP	--	--	0.237
OCUL	0.203	0.202--	--
EPER	0.311	0.307	--

This Model-fit test's this research is quiet's significant with the F square value of 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.

Structural Model Findings.

A structural-model within a Smart-PLS review of literature referring into the pattern's relationships among multiple latent variables and their indicators in a study (Hair et al, 2022). A structural model presents visual representations data relationships among latent' s variable as well as these indicator variables in research studies (Hair et al, 2022). The graphic depiction of variable relationships through arrows creates a structural model pattern (Kibria Aamir et al, 2021). Researchers can use structural modeling to evaluate data validity against theoretical or conceptual models alongside the investigation of data errors and biases (Sohana et al., 2022). The general model receives its influences from single variables while structural models provide clarity on how variables connect to each other, and which variables impact the model most. Research organizations across psychometric marketing and organizational fields rely on structural models for their studies (Hair et al, 2022). Path coefficient functions as a metric in Smart -PLS literature review to evaluate how specific variables affect the dependent variable according to Baghozzi and Yi (1989). The numerical indicator evaluates how strongly two variables relate to one another. Researchers obtain coefficients by measuring the clear relationship between factors and their outcomes and the intermediate outcomes created by factor interactions (Sohana et al, 2022). The zero-monitoring coefficient suggests that the variable has low connection strength with the outcome, but its actual value demonstrates solid association. The route coefficients aid researchers in determining the most influential factors impacting the outcome as well as their comparative significance levels.

Table 6. Path Coefficient

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

Accordng to the path coefficient analysis of hypothesis testing, the hypothesis HR practices (HRP) are significantly related with employee performance (EPER) with the beta value at original sample size of 0.321 at P=0.05, T(Statistics) values are 7.663 and P value of 1.96. Furthermore, Hypothesis HR practices (HRP) are significantly related to Organizational culture (OCUL) with the beta value at original sample size of 0.402 at P value of 0.05 and T-Statistics value at 9.107 at P value of 1.96. and lastly, hypothesis Organizational culture having positive role as mediator with employee performance is significantly accepted) with the beta value at original sample size of 0.512 at P-value's (0.05), T(Statistics) values 11.201 at 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 these effects HR procedures upon employee's performances. First, the research-study discovered that companies culture mediates the favorable impact that HR policies have on employee performance. This suggests that HR practices can help to shape the organizational's cultures, within turned can influence employee performances. Second, these research-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 trust environmental creativity and useable respect, fairness, whose could into turned as 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.

Research Contributions

The study on how organizational culture in Sindh's commercial banks influences though impact's within HRM (human resource management) techniques upon employee performances offers insightful information about these impacts. These studies emphasize the crucial organizational's culture as into moderating these links among HR procedures as well as worker performance. According to the research, employee performance is favorably correlated with HR practices such 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.

Limitation/future Direction of research

Limitations: These revision upon how organizational culture in Sindh's commercial banks mediates of impact of HR practices on employee performance has a number of drawbacks. First of all, 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 take into account additional variables like work role, motivation, and job satisfaction that may have an impact on employee performance. Last but not least, 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 include: 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 fundamentals, such as squad dynamics and corporate impression, to better realize how HR measures influence employee performance.

Conclusion

In this research work conclude that the commercial banks in Sindh have organizational culture's human resources provide important in employee performance and the have significant role among HR. and organizational culture the research explore associate co-relation between human resource procedure and organizational culture 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 process.

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