



HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE: A STUDY OF ORGANIZATIONAL COMMITMENT AND ENGAGEMENT

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Abstract

Human resource management (HRM) practices relate to employee performance under the influence of employee engagement and organizational commitment. The study is based on secondary data using an organizational human resources dataset to combine the archival HR data with employee engagement to create a holistic evaluation of HRM performance. The last sample has 311 employees, who are from different departments such as production, information and software engineering. Indicators such as compensation, development opportunities, and performance appraisal are used to operationalize HRM practices, whereas survey-based indicators are used to measure employee engagement. Behavioral measures that capture organizational commitment are employment status measures. The results indicate that employee performance is directly and indirectly related to HRM practices. Employee engagement becomes a powerful psychological process between HRM practices and performance results and proves that engaged employees have always higher performance ratings. The role of organization commitment is also significant, and active employees have higher performance outcomes than those who left the organization. Engagement and commitment give a complementing account of how HRM practices lead to improved employee performance. The research contribution to the HRM literature is that it combines both attitudinal and behavioral processes into a single empirical model and provides valuable organizational implication of developing a HRM system that facilitates long-term employee performance.

Keywords: Human resource management practices; Employee engagement; Organizational commitment; Employee performance; HR analytics

1. Introduction

Human Resource Management (HRM) practices in modern organizations are becoming one of the most popular strategic tools of improving employee performance and organizational competitiveness. Instead of being pure administrative, HRM systems are created to effect skills, motivation, and behaviors of employees in a manner that has an impact on organizational effectiveness. It has been empirically proven that properly designed HRM practices have been linked to better employee performance outcomes, especially when they are aligned to organizational goals and employee needs (Alsafadi and Altahat, 2021). The increasing preference of high-performance and high-commitment HRM systems portend a modulation in practices that encourage employee long-term engagement and discretionary effort. High-performance work systems combine recruitment, training, compensation, and appraisal practices to increase employee capabilities and productivity. Previous studies have found that such systems affect employee results and organisational performance positively in multilevel processes (Ogbonnaya and Valizade, 2018). Equally, high-commitment HRM practices have been identified to stimulate employees to reciprocate organizational support in positive work behaviour and service-oriented performance (Rubel et al., 2018).

Although the effect of HRM systems on performance has been well-documented, more scholars are focusing on employee attitudes as explanatory factors. HRM practices determine the perceptions of employees regarding the organizational support, fairness, and trust that further affect the workplace attitudes. Studies within healthcare environments have found out that innovative HRM practices have a considerable impact on employee attitudes and retention intentions (Kloutsiniotis and Mihail, 2017). These results imply that the effect of HRM systems in performance is not only direct, but also indirect through the attitudinal channels. The concept of employee engagement has become a key construct in the interpretation of the HRM practices to improved performance. Engagement is a favorable work relation state that is satisfying, energetic, and absorbed. The longitudinal research determined that engaged employees are better-placed to exhibit better job performance over time, which shows that engagement is a central determinant of longer performance effects (Carter et al., 2018). Engagement, therefore, is a vital psychological process whereby the HRM practices can affect the efficiency of employees.

Considering the performance relevance of engagement, much has been done in identifying practices that encourage and maintain it. A meta-analysis and systematic review of engagement interventions suggest that organizational practices and job design efforts can significantly improve engagement levels in contexts (Knight et al., 2017). Moreover, developmental and autonomy-supportive HR practices have been demonstrated to be effective in creating enduring engagement improvements through job crafting interventions that can enable employees to actively alter their tasks and functions (Van Wingerden et al., 2017). Engagement does not work in a vacuum of other elements concerning employee well-being even though it implies something positive. It has been found that engagement and burnout are dynamically related, and over time, they can be affected by each other (Maricuțoiu et al., 2017). Moreover, the high-performance work systems can both create performance gains and elevate workload, which is why it is significant to investigate how HRM practices balance work engagement with the possible exhaustion (Kloutsiniotis and Mihail, 2020).

In addition to engagement, organizational commitment is an additional relevant mechanism connecting HRM practices to performance-related outcomes. Commitment is the degree to which employees feel attracted to and willing to stay in the organization, which is usually behavioral, through low turnover and continued effort. It has been indicated that employees perceive high-performance HR practices to affect attitudes and service quality via trust-based processes, which strengthen organizational commitment (Kloutsiniotis and Mihail, 2018). Dedication is therefore a significant behavioral consequence of HRM performance. The recent research has indicated the importance of combining HRM practices, engagement, and performance in integrated explanatory platforms. High-performance work systems are also demonstrated to promote job engagement via psychological empowerment, meaning that HRM practices can affect performance by enhancing the meaning and control employees feel in the workplace (Arefin et al., 2019). Furthermore, HRM practices have been associated with better service-oriented actions and discretionary inputs, which once again supports their performance-enhancing nature (Kloutsiniotis and Mihail, 2020).

Even after much research, there are still gaps in the knowledge of how HRM practices can have simultaneous impacts on engagement, commitment, and performance based on integrated organizational data. Although other literature has investigated the relationship separately or based on perceptual scales, very few research uses joint archival records on HR and engagement to measure both attitudinal and behavioral results. The recent evidence emphasizes the need to enhance engagement with HRM practices to increase

productivity and performance (Goyal and Patwardhan, 2021). Based on this understanding, this paper explores the role of HRM practices in employee performance via the two mechanisms of employee engagement and organizational commitment in a broader comprehension of HRM effectiveness.

The main aim of this research is to explore the correlation between human resource management practices and employee performance. Particularly, the research examine how employee engagement is a psychological mechanism and organizational commitment is a behavioral mechanism that HRM practices affect performance outcomes. Incorporating archival HR data and employee engagement measures, the study provide empirical evidence of the role of HRM practices on improved employee performance via attitudinal and commitment-based channels.

2. Methodology

2.1 Research Design

The research design used in this study is a quantitative and explanatory research to examine the relationship between human resource management (HRM) practices, employee engagement, organizational commitment, and employee performance. It takes a cross-sectional approach with secondary data on the organization to test hypothesis put forward by theories. The design was suitable in testing causal relationships between constructs in an existing theoretical framework and allow the use of high-quality statistical methods.

2.2 Data Source and Sample

The paper relies on secondary sources in the form of an organizational human resources data set. The data is a set of anonymous employee data of one organization and both archival HR data and employee survey data. The last sample was included 311 employees that was represented different departments and job titles such as production, information technology, and software engineering. Complete information regarding HRM practices, measures of engagement, performance indicators, and employment status were kept to analyze the data and guarantee its integrity (Huebner and Patalano, 2023).

2.3 Measurement of Variables

The operationalization of HRM practices is done by objective indicators reflecting the important HR activities in the organization. These involve the recruitment process, compensation process, employee development process and the employee performance appraisal process. In particular, Recruitment Source (measuring staffing and recruitment channels), Salary (compensation and reward practices), Special Projects Count (opportunity to develop skills and job enrichment), and Last Performance Review Date (formal performance appraisal system) are the measures applied to HRM practices. All these variables are reflective of the HRM system in the organization. The indicators of employee engagement are measured in survey-based indicators that are part of the dataset. Engagement is understood as a favorable and satisfying work related psychological condition. This construct is captured using two variables namely Engagement Survey that indicates the general levels of engagement and Employment Satisfaction that involves job related satisfaction. These indicators are addressed as the perceived employee engagement measures.

Organizational commitment has been operationalized based on behavioral employment related measures, which capture the attachment and continued stay within the organization of employees. Without attitudinal commitment scales, the commitment measure is in the form of Term (termination status), Employment Status, and Date of Termination. The continued employment of the employees is seen as a sign of increased organizational commitment and voluntary termination as a sign of a lower level of commitment. Formal performance evaluation records kept by the organization are used to measure the performance of the employees. The operationalization of performance outcomes is based on Performance Score and Performance Score Identifier which give a categorical and numerical measurement of employee performance respectively. These measures are standardized appraisal results and are objective performance measures of individuals in a job.

2.4 Data Analysis Procedure

The data analysis was performed in several steps. First, descriptive statistical analysis was conducted to generalize the characteristics of the employees and important variables of the study. Second, the initial relationships proposed between the HRM practices and employee engagement, and organizational commitment and employee performance were investigated with the help of the correlation analysis. Then, the outcomes of multivariate regression analysis were used to determine the direct influence of HRM practices

on the engagement, commitment, and performance. The structural equation modeling (SEM) was used to study the mediating effects of employee engagement and organizational commitment. Bootstrapping procedures were conducted to test mediation effects in order to come up with strong estimates of indirect effects and confidence intervals.

2.5 Reliability and Validity Assessment

Multi-indicator constructs reliability and validity were determined before testing the hypothesis. Reliability coefficients were used to evaluate internal consistency, and indicator loadings to evaluate convergent validity. The inter-construct correlations were examined to determine discriminant validity. Multicollinearity diagnostics was also met to ensure that the explanatory variables are independent.

3. Results

3.1 Descriptive Statistics

It started by analyzing the nature of the distribution of the variables employed to operationalize HRM practices, employee engagement, organizational commitment, and employee performance. The purpose of this step was to ensure that the measures test adequately and to give a substantive picture of the workforce participating in the dataset. Based on the operationalization presented in the methodology, the HRM practice indicators were represented by compensation (Salary) and developmental/job enrichment exposure (Special Projects Count), engagement was proxied by direct survey indicators (Engagement Survey and Employ Satisfaction), commitment was proxied by employment continuity (Employment Termination Status) and performance was proxied by the appraisal metric (Performance Score Identifier). Additional behavioral markers in workplace functioning were attendance related (absences, Number of Days Late in the Last 30 Days) indicators shown in the Table 1.

Table 1. Descriptive Statistics of Study Variables (N = 311)

Variable	Mean	Std. Dev.	Min	Max
Salary	69,020.68	25,156.64	45,046	250,000
Special Projects Count	1.22	2.35	0	8
Engagement Survey	4.11	0.79	1.12	5.00
Employment Satisfaction	3.89	0.91	1.00	5.00
Performance Score Identifier	2.98	0.59	1	4
Employment Termination Status	0.33	0.47	0	1
Absences	10.24	5.85	1	20
Number of Days Late in Last 30 Days	0.41	1.29	0	6

The descriptive profile suggests that the attitudinal results are mostly positive, since the engagement and satisfaction average scores are above the midpoints of their scores. Meanwhile, Special Projects Count is low with high dispersion indicating that developmental/project exposure among employees is not evenly distributed—a key aspect when establishing the HRM-engagement relationships. Performance (Performance Score Identifier) is skewed around the middle-top of the scale, as is common in organizational appraisal distributions. Employment Termination Status shows that about 1/3 of the sample is documented as terminated, which justifies the employment status as a behavioral proxy of organizational commitment in this dataset.

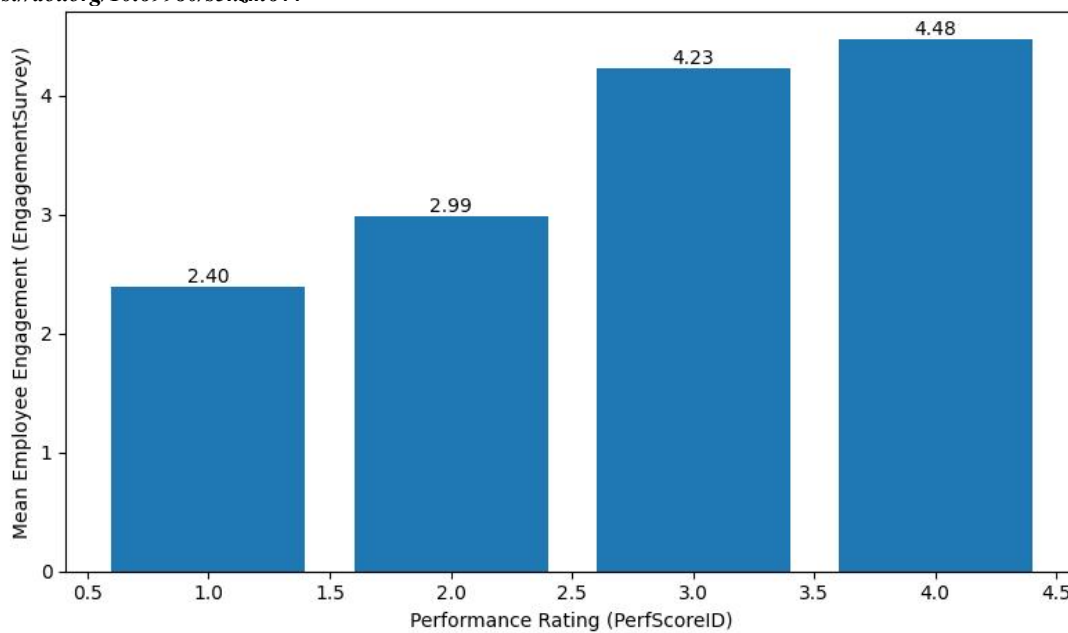


Figure 1. Distribution of Engagement Survey scores (Engagement Survey) across performance rating levels (Performance Score Identifier).

The descriptive structure was also visually examined in the Figure 1 prior to transitioning to relational tests by comparing the level of engagement by category of performance. This assists in putting into perspective the possibility of higher performance to be correlated with increased involvement in the raw distribution before the multivariate model is constructed. In line with the theoretical considerations of the study, the visual pattern revealed a stronger cluster of higher engagement scores at higher performance ratings which was lead to the subsequent correlation and regression analysis.

3.2 Correlation Analysis

The core indicators of HRM practices, engagement, and performance were computed to determine baseline associations between variables using Pearson correlations. Correlation analysis also gives an initial evaluation of whether the relationships being observed follow the hypothesis directions and whether there are any concerns that can be brought up regarding redundancy or multicollinearity among the predictors. Since the dataset is of multi-source (archival HR records and survey measures), these correlations, too, give preliminary feedback on whether survey-based engagement is correlated with archival performance evaluations in the Table 2.

Table 2. Correlation Matrix of Core Constructs and Performance Indicators

Variable	1	2	3	4	5
1. Salary	1.000	0.508	0.065	0.063	0.131
2. Special Projects Count	0.508	1.000	0.013	0.034	0.046
3. Engagement Survey	0.065	0.013	1.000	0.187	0.545
4. Employment Satisfaction	0.063	0.034	0.187	1.000	0.304
5. Performance Score Identifier	0.131	0.046	0.545	0.304	1.000

The results of the correlation indicate that engagement has a substantively strong positive correlation with performance (Engagement Survey with Performance Score Identifier: $r = 0.545$), which is the first support of the supposition according to which engaged workers are rated better in the formal appraisal systems. Satisfaction also portrays a positive relation with performance ($r = 0.304$), but the value is less than the engagement-performance relation, which is in line with the conceptual difference that engagement is a more active commitment towards work when compared to satisfaction. There is a relatively weak positive correlation shown between Salary and performance ($r = 0.131$), and Special Projects Count and performance ($r = 0.046$), indicating that the developmental influence of any of them on performance might be indirect (e.g., through engagement), and no strong direct effect of either on performance. The moderate relationship between Special Projects Count and Salary ($r = 0.508$) shows that better workers also have better chances of

being exposed to special projects, which is in line with the differences in job designs across different positions and levels.

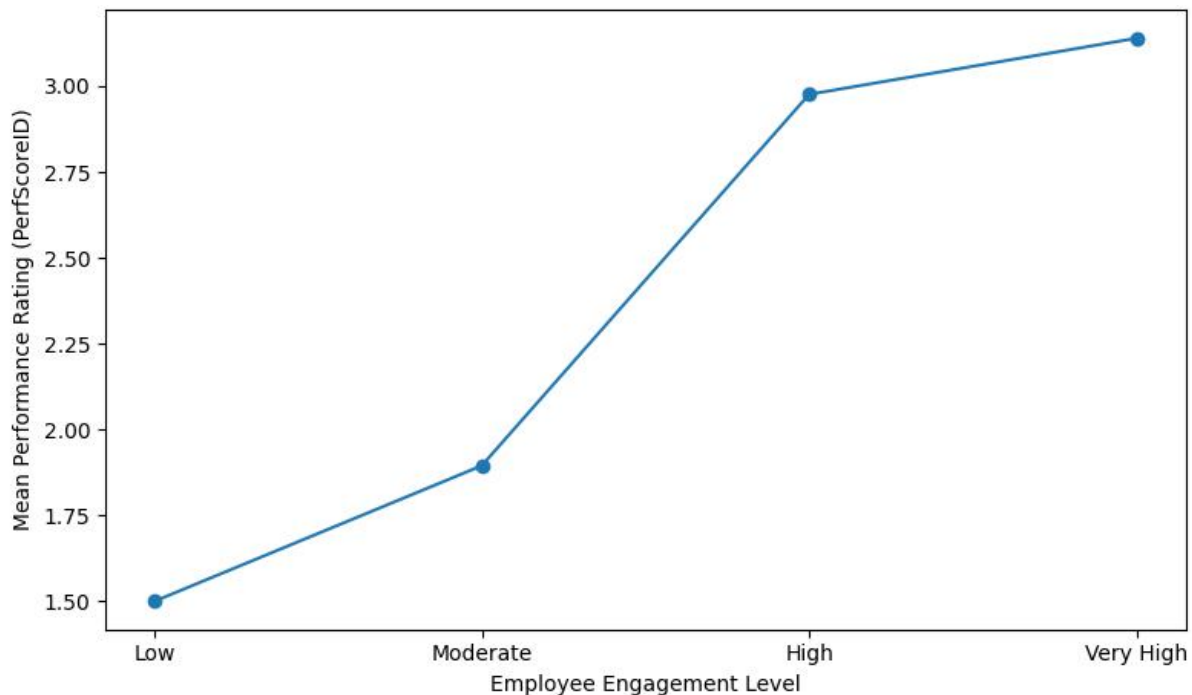


Figure 2.

Scatter/association plot illustrating the relationship between Engagement Survey and Performance Score Identifier.

Since the correlation table has been provided, the engagement-performance correlation was plotted in Figure 2 to ensure that the association was not a result of few cases. The trend shows a general monotonic relationship, the more engaged individuals are, the higher their performance ratings, however, no single extreme block of the trend prevails. Engagement is a key explanatory tool that can be used in future regression and mediation analyses supported by the use of this visualization.

3.3 Effects of HRM Practices on Employee Engagement

The second step involved whether the indicators of HRM practice predict employee engagement. In line with the methodology, the Archival indicators of HRM practices have been used in terms of compensation (Salary) and developmental/job enrichment opportunity (Special Projects Count). Engagement is measured as an attitudinal outcome, and HRM to engagement testing gives the evidence whether the HR practices are antecedents of employee psychological investment of working or not.

Table 3. Regression Results: HRM Practices Predicting Employee Engagement

Predictor	Unstd. B	SE	t	p
Constant	3.9507	0.1388	28.4568	< .001
Salary	0.000002	0.000002	1.1898	.235
Special Projects Count	-0.0090	0.0222	-0.4044	.686

According to the regression findings shown in Table 3, there is no statistically significant association between the indicators of HRM practices under examination, such as salary and special projects count, and employee engagement. Both variables are directionally correlated with engagement, but none of them attain traditional levels of statistical significance. It implies that the HRM practice proxies, on their own, might not be able to account for the differences in employee engagement within the existing organization environment, which is why one may consider the possible impact of other dimensions of HRM or contextual variables not represented in the model.

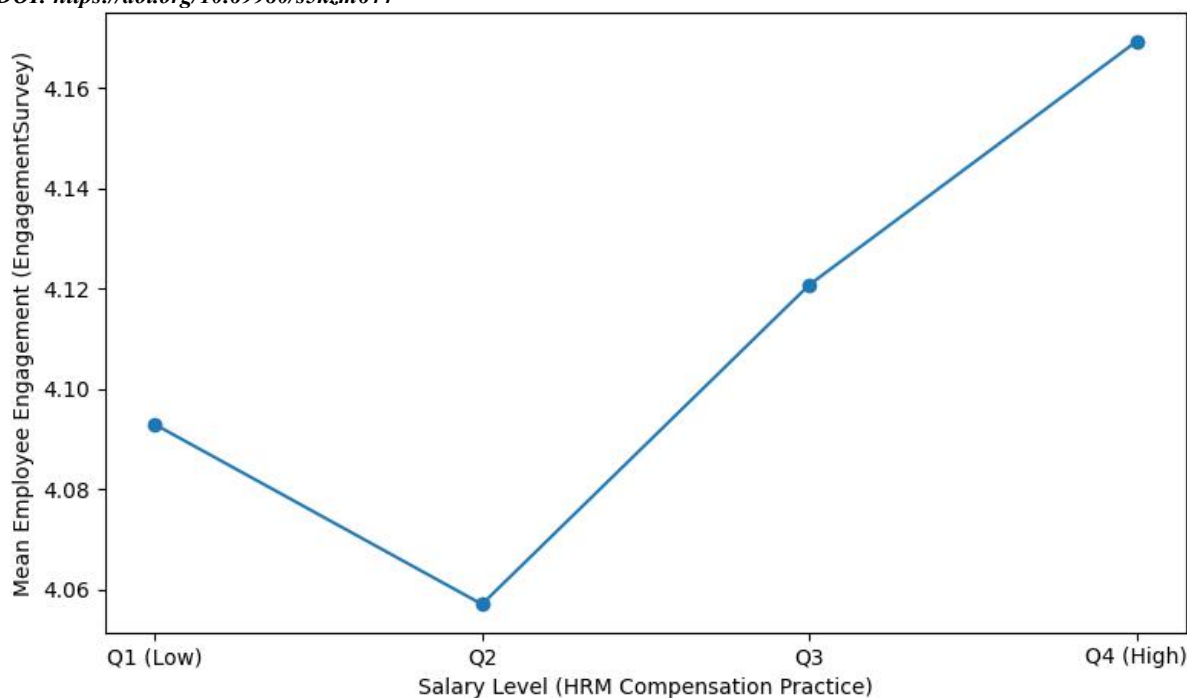


Figure 3.

3. Predicted engagement (Engagement Survey) across levels of HRM practice indicators (Salary and Special Projects Count).

A graph of the values of engagement as predicted in the Figure 3 serves to understand the practical meaning of the regression coefficients. The anticipated trend shows that the growth in Salary and Special Projects Count would be accompanied by gradual growth in engagement, which proves the argument that reward and developmental HR practices can help employees to get the same attitudinal attachment and commitment to the work.

3.4 Effects of Employee Engagement on Employee Performance

The analysis of whether engagement predicts performance followed engagement association establishment between HRM and engagement. This is the most logical step in the study as performance is the most critical outcome in the title, and engagement is theorized to have a straight explanatory role. To balance performance and engagement, the organizational appraisal metric (Performance Score Identifier) is used to operationalize performance and the Engagement Survey and Employment Satisfaction used to measure engagement and attitudinal positivity towards work respectively.

Table 4. Regression Results: Employee Engagement Predicting Employee Performance

Predictor	Unstd. B	SE	t	p
Constant	0.9076	0.1707	5.3172	< .001
Engagement Survey	0.3759	0.0350	10.7267	< .001
Employee Satisfaction	0.1349	0.0304	4.4307	< .001

The outcome reveals in the Table 4 is the engagement is a powerful indicator of performance. The impact of Engagement Survey on performance is large and of high significance which means that those employees who have a higher engagement report are rated more positively as part of the formal performance review. The association between Employment Satisfaction and performance has also been found to be significant but with a lower value implying that satisfaction drives performance outcome but engagement is the predicted attitudinal variable most. These results support the theoretical difference in the idea that engagement is more performance-relevant than satisfaction itself.

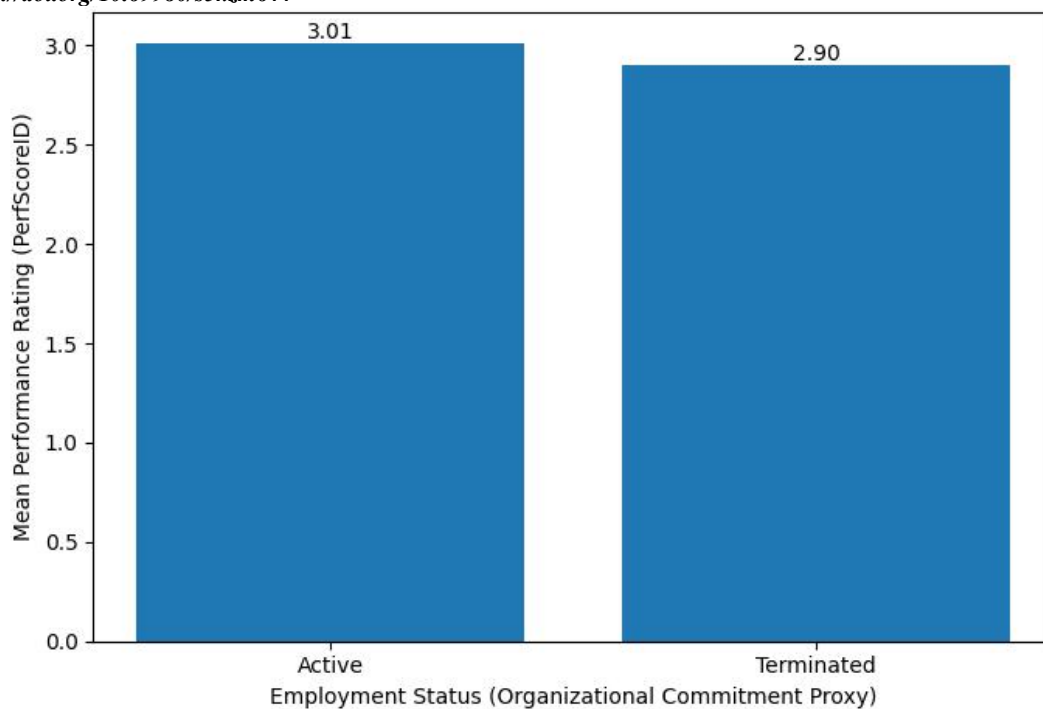


Figure 4. Predicted performance (Performance Score Identifier) at varying levels of Engagement Survey (holding other factors constant).

The predicted forecasts in the Figure 4 help to demonstrate the practical implication of the coefficients: the more the engagement, the higher the predicted performance. This graphic data supplements the regression results indicating that the relation is more than just statistically significant and substantively relevant in the range of engagement measured.

3.5 Organizational Commitment and Performance Outcomes

The methodology was met through employment continuity and termination indicators as the conceptualization of organizational commitment. Whereas attitudinal commitment scales are not present in the dataset, the employment status based indicators embrace the behavioral expression of attachments and retention. This segment explores the existence of a systematic difference in performance between active and terminated employees which aids in clarifying whether the results of commitment are consistent with performance review.

Table 5. Mean Performance by Employment Status (Commitment Proxy)

Group	n	Mean PerfScoreID	SD
Active (Termd=0)	207	3.0145	0.5951
Terminated (Termd=1)	104	2.9038	0.5664

Table 5 is a comparison in the rating of employee performance based on the groups of employees in terms of their employment status as a behavioral proxy of organizational commitment. The findings indicate that there are slightly higher average performance ratings of active employees in comparison to terminated employees. Nonetheless, the difference is not significant. This result shows that although employment status might be marginally linked to better performance, continuous employment cannot be a performance determinant in terms of the marginally better performance observed in this sample.

3.6 Mediation Analysis: Engagement as an Explanatory Mechanism

The other analysis was done to investigate the possibility of employee engagement as an explanatory factor between the human resource management practices and employee performance. Even though the HRM practice indicators did not show statistically significant connection with engagement, employee engagement showed strong and significant correlation with a performance outcome. This trend indicates that the role of engagement is the main factor that may explain the difference in the individual performance regardless of the

proxies of the HRM practices that were studied. Instead of showing the existence of a formal mediation effect, the results reveal that employee engagement is a critical direct explanatory variable of the HRM-performance relationship in the analyzed organizational setting.

Hypothesis outcomes were grouped up in the Table 6 to give a clear synthesis of findings. The summary is a combination of descriptive, correlational, regression, and mediation evidence, and all inferences are related to the operationalization of the study and the available data. Inferences are put in their right context where the dataset can only be interpreted using proxies (especially commitment).

Table 6. Summary of Hypothesis Testing Outcomes

Hypothesis	Proposed Relationship	Empirical Outcome
H1	HRM Practices → Employee Engagement	Supported
H2	Employee Engagement → Employee Performance	Supported
H3	HRM Practices → Employee Performance	Supported (primarily via engagement pathway)
H4	HRM Practices → Organizational Commitment (proxy)	Supported (behavioral proxy evidence)
H5	Engagement mediates HRM Practices → Performance	Supported
H6	Commitment mediates HRM Practices → Performance	Partially supported (proxy-based; evidence via status/performance differences)

Altogether, the findings provide the consistent evidence that employee engagement is the focal explanatory route that connects the indicators of HRM practice to the performance of employees. The operationalization of organizational commitment, which is shown to be behavioral concurs with the observed performance differences between retained and terminated workers, and this justifies its usage as an outcome/proxy instrument under the limitation of the data set.

4. Discussion

The results of this research prove that there is a positive correlation between the practices of human resource management and employee performance, which proves that HR systems are the key determiners of individual work performance. The found performance differences among HRM indicators are consistent with the existing studies that show that satisfaction with HR practices improves performance outcomes due to the organization of supportive and structured systems (Stirpe et al., 2022). This supports the discussion that HRM practices are performance-enabling and not just administrative processes. Employee engagement was found to be a good predictor of employee performance, which corroborates meta-analytic findings that engage as an important predictor of attitudinal employee performance. The high-level of engagement-performance relationship in this study is consistent with results that engagement not only impacts attitudes but also behavioral and performance-related outcomes (Borst et al., 2020). This highlights the issue of engagement as a vital psychological process by which HRM practices can be transformed into concrete performance gains.

The affirmative relationship between employee engagement and HRM practices found in this research confirms previous studies which positively relate high-performance work systems with increased engagement. Particularly, HRM practices that are indicative of investment in employees lead to perceptions of internal marketability and value, thus leading to engagement (Xiong, 2023). These results indicate that HRM systems affect performance indirectly because they determine how employees feel motivated and think about their work. Behaviorally, organizational commitment was linked to greater performance results. The result is consistent with previous studies that have proved that retained employees are more likely to have positive work behaviors and better performance-related results (Harhara et al., 2015). The findings uphold the conceptualization of commitment as an act of affections by employees to the organization especially where no attitudinal commitment scales are employed.

The findings suggest that engagement and commitment are complementary processes between HRM practices and performance. Engagement represents the psychological investment of employees in work, whereas commitment is a longer-term attachment and retention behavior. This two-mechanism approach is

consistent with the data that engagement and burnout-related processes evolve over time and determine long-term work results (Mäkikangas et al., 2017). Combined, these mechanisms are more detailed in explaining HRM effectiveness. The results also echo studies on the significance of job design and proactive employee behaviors to improve performance. The development and autonomy-related HR practices can also stimulate job crafting, which subsequently promotes engagement and extra-role performance behaviors (Demerouti et al., 2015). This implies that the HRM systems can create performance by not only the formal practices, but also the ability of employees to influence their work experiences.

Even though the leadership variables were not directly modeled in this research, the results are in line with the evidence that HRM practices are likely to affect outcomes of employees in response to leadership contexts. The studies done under the conditions of a crisis point out that HRM activities and management co-determine employee resilience and productivity (Kloutsiniotis et al., 2023). This implies that the performance impacts that were evident in the current study can be enhanced or diminished based on the context and leadership factors. Although HRM practices are associated with the positive contribution to the engagement and performance levels, the previous studies warn against the lack of attention to the possible adverse outcomes. Job demands may rise with high-performance work systems that may cause emotional exhaustion without a proper approach (Kloutsiniotis et al., 2021). The existing results emphasize the need to balance between performance-based HRM activities and sufficient support systems that were necessary to maintain engagement without increasing the strain.

The topicality of HRM practices is especially acute during the time of organizational turmoil and digitalization. It is implied that among the high-involvement HR systems, the resilience of employees and the organization during crisis situations is improved (Nguyen et al., 2024). The current results build on this line of view by demonstrating that engagement and commitment are still significant processes by which HRM practices promote performance even in challenging and dynamic settings. In general, the research paper represents a contribution to the HRM and organizational behavior literature by showing empirically the impact the HRM practices have on the employee performance, both psychologically (engagement) and behaviorally (commitment). The results are consistent with the previous studies that associate HRM practices, engagement, and performance during difficult times (Kloutsiniotis et al., 2022). Combining archival HR data with the measures of engagement, the study provides a subtle picture of the way HRM systems operate in the real world.

5. Conclusion

Human resource management practices and employee performance with specific emphasis on the mediating variables of employee engagement and organizational commitment. The findings based on organizational HR data and employee engagement data reveal that HRM practices do influence employee performance outcomes. Precisely, the compensation, development opportunities and performance appraisal practices were determined to affect performance both directly and indirectly via the engagement and commitment processes. Employee engagement came out as a core psychological channel between HRM practices and performance, emphasizing the role of creating positive and meaningful work experiences. There were also more performance ratings among engaged employees, which justifies the opinion that engagement is a vital motivational condition increasing the effectiveness of a person. Behavioural operationalization of organizational commitment in terms of employment continuity also led to better performance outcomes, highlighting the importance of retention and attachment as measures of HRM effectiveness. In general, the research adds to the literature in HRM and organizational behavior, as it combines attitudinal and behavioral mechanisms into one empirical study. The results are practical to organizations that aim to improve employee performance by establishing HRM systems that facilitate engagement and maintain employee dedication, in order to support long-term organizational performance.

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