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[Influence Of Human Resource Management Practices On Employee Performance; By Mediating Effect Of Employee Commitment Of Educational Institutions]

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ABSTRACT

The main aim of this paper is to examine the influence of Human Resource Management Practices on Employee Performance with the mediating role of employee commitment in public and private educational sector in Sindh. Further, it focuses on selected human resource management practices (training & development, reward & compensation, performance appraisal and job promotion) and their relationship with employee performance, direct and indirect by mediating effect of employee commitment, whether they impact positively or negatively on employee performance. Detailed literature review shows that Human Resource Management Practices the Employee Performance and the commitment of employees as well within organization. Human Resource Management Practices are compulsory part of the organization on which organization's success or failure depends. Those organizations, which have installed and implemented proper human resource management practices and created effectiveness in the policies and practices within organization, would have considered high fertility gained. This study examines the direct impact of human resource management practices and indirect effect through mediating role of employee commitment on employee performance in the context of educational sector of Sindh, Pakistan. Through survey questionnaire, the data were gathered from 280 teaching staff who works at educational institutions in Sindh, Pakistan. SPSS version 25 and Smart PLS4 SEM were used for analysis and findings. At the end, the managerial implications, limitations, and directions for future studies are incorporated in detail.

Keywords: Human Resource Management Practices, Employee Performance, Employee Commitment.

Introduction

Without Human Resource Management (HRM), a company functions similarly to a sailboat without a rudder. Without its employees and labor, it is insufficient. In order to achieve an organization's objective in the twenty-first century, improving the workforce becomes strategically necessary. They must be constantly and completely improved. Managers relentlessly pursue these tactics in an ever-evolving corporate environment to turn an average workforce into a fiercely competitive one. In the end, highly trained workers are needed if national growth is to be achieved Elsayy (2022). Long-term goals are accomplished and employee performance is enhanced by HR procedures Aboramadanetal (2020). An organization's performance will naturally be higher when it has a strong HR structure and procedures than when it has inadequate HR procedures. Multiple human resource management procedures can be examined regarding their impact on worker performance. Teseema & Soeters (2006) conducted research on the link between eight HR practices and how they affect the performance evaluation of employees. The eight activities of recruitment and selection procedures alongside placement procedures and training procedures and remuneration procedures and employee performance evaluation procedures and promotion procedures and grievance procedures and pension or social security procedures make up this list. Researchers employed eleven HRM practices including people selection, performance evaluation, incentive pay, job design, grievance procedures, information sharing, attitude

assessment, labor management participation, recruitment efforts, employee training and promotion criteria according to Huselid (1995). A high degree of staff dedication results in irregular outcomes from a restricted number of employees. The percentage of employees who stay committed to their organization and maintain their organization affiliation represents this measurement Beloor, Nanjunde swaraswamy, & Swamy (2017). The research analyzes the relationship that links four human resource practices Training and Development together with Reward and Compensation and Performance Appraisal and Promotion to Employee Commitment and employee performance outcomes. As a developing nation with limited per capita income Pakistan shows the major performance-determining factors to be those four practices which directly affect financial gain and social position together. Employee Commitment functions as the main connection that links Human Resources practices to Employee Performance. The practices were chosen for research study because of this rationale. Employee performance levels depend on employee commitment which acts as a middle force between HR procedures.

Aim and Objectives of the Study

The research investigates how human resource management practices affect employee performance by analyzing the middle role of employee commitment in a comprehensive literature review process. The research investigates these main objectives as its central focus.

- i. To investigate the direct relationship of human resource management practices with employee performance of educational institutions.
- ii. To explore the indirect relationship of human resource management practices with employee performance by mediating effect of employee commitment of educational institutions

Literature Review

HR Practices

According to Iqbal, Ahmad, Haider, and Batool (2013) workers who dedicate their maximum efforts to improve their organizations make those organizations both idealistic and forward-thinking while simultaneously making themselves stronger. His failure to give proper effort to the organization both hurts him and its future success. Human Resource Management activities like employee empowerment training and performance appraisal influence employee performance as stated by Fong & Li (2010). Based on the research by Khoreva and Wechtler (2018) the analysis focused on employee performance indicators that included in-role job performance with innovative job performance along with Human Resource activities which included skill improving activities and motivation and opportunity enhancement procedures. Employee Performance and Appraisal of Performance.

Training and Development

One of the most important aspects of HRM practice is training, which can improve performance on an individual, group, and organizational level. It is the procedure to improve one's capacity to attain the objectives of an organization. Thus, comprehension that results from training leads to better employee performance. According to Elnaga and Imran (2013), training is a crucial component of HRM practices that helps employees understand their abilities and talents, which leads to improved performance. Research, like that done by Churchill (2017), supports the idea that employee training results in the accomplishment of corporate goals. One technique to determine the needs that

employees are lacking is through training, which can then be used to organize their critical competence stage and help them achieve the organization's goals. According to Singh (2012), companies may invest a significant amount of money on HR resources since HR effectiveness eventually improves an organization's overall success.

Performance Appraisal

Ramous Agyare, Mensah, Aidoo, and Ansah (2016) demonstrate that performance appraisals lead employees to boost their performance outcomes while reaching company targets. Employees who lack performance reviews show dissatisfaction together with a lack of motivation. The quality of poor performance reviews leads employees to show minimal productivity at work. An objective performance review system results in better performance and increased job satisfaction as well as extended employee loyalty for the company. When performance ratings fail to match actual job performance employees become less motivated. The research of Ramous Agyare, Mensah, Aidoo, and Ansah (2016) shows that workers who get performance evaluation become more driven to enhance their performance and support company objectives. Lack of performance appraisal leads employees to experience dissatisfaction and lose their motivation levels. Poor performance reviews create such low productivity levels among employees. Workers demonstrate higher job satisfaction and superior performance and maintain employment longer when they get assessments linked to individual objectives and goals. When staff members receive positive reviews their work performance increases substantially while their workplace behavior continues to improve. Such appreciation results in reduced employee absence while extending the average duration workers stay at the organization. The organization will achieve high efficiency while operating in this manner according to Kampkötter (2017). Results evaluation functions as a motivating tool which pushes staff members to accomplish their workplace objectives.

Reward and Compensation

It becomes more effective for employees to perform their duties when organizations give rewards and compensations. Rewards exist as multiple types among which monetary and nonmonetary benefits represent two categories. Pay in cash or bonuses represent monetary rewards which employees receive alongside certificates and awards of appreciation as non-cash rewards. Attaining rewards for their work makes employees demonstrate enhanced performance according to Mira, Choong, & Thim (2019). Managerial failure to acknowledge remarkable employee work produces employee dissatisfaction and unmotivation resulting in unmet job satisfaction. Such unappreciated behavior frequently drives employees to seek employment elsewhere than continuing at the current organization.

Reward

Implementation of the work given by the manager and the results obtained, workers receive wages or salaries. Managers offer incentives to employees who perform above and beyond the required level of performance in the interim in an effort to boost productivity. To further recognize the efforts of their employees, leaders frequently give extra recipients in addition to earnings, salaries, and incentives. To put it another way, the business gives out prizes. Rewards, on the other hand, are favorable evaluations of employees Mahmudi, (2019). The workforce must be planned, organized, used, and maintained in order for them to be able to perform tasks effectively and efficiently. In

contrast, reward is a way of showing appreciation for efforts made to obtain a professional workforce in line with the demands of the position, according to Handoko (2017).

Promotion

In a competitive and uncertain world, an organization's ability to fulfill its goal and achieve its vision depends on how happy its employees are. Promotion is one way to increase employee happiness in a firm, but there are other ways as well. Promotion serves as a valuable tool for both developed and developing economies. It can be used to attract and retain skilled and hardworking individuals, improve worker satisfaction, foster a competitive spirit, lower employee turnover, and realize optimal performance from the workforce.

Employee Commitment

Employee dedication is important since a very high level of dedication may lead to a few extraordinarily varied leveled results. It shows the proportion of workers who remain dedicated to the organization's goals and feel a connection to it Beloor, Nanjundes waraswamy, & Swamy, (2017). The profile of employee commitment may depend on a complex combination of environmental factors, including financial conditions and HRM policies, given the influence of a financial squeeze on employee commitment Meyer, Morin, & Wasti (2017).

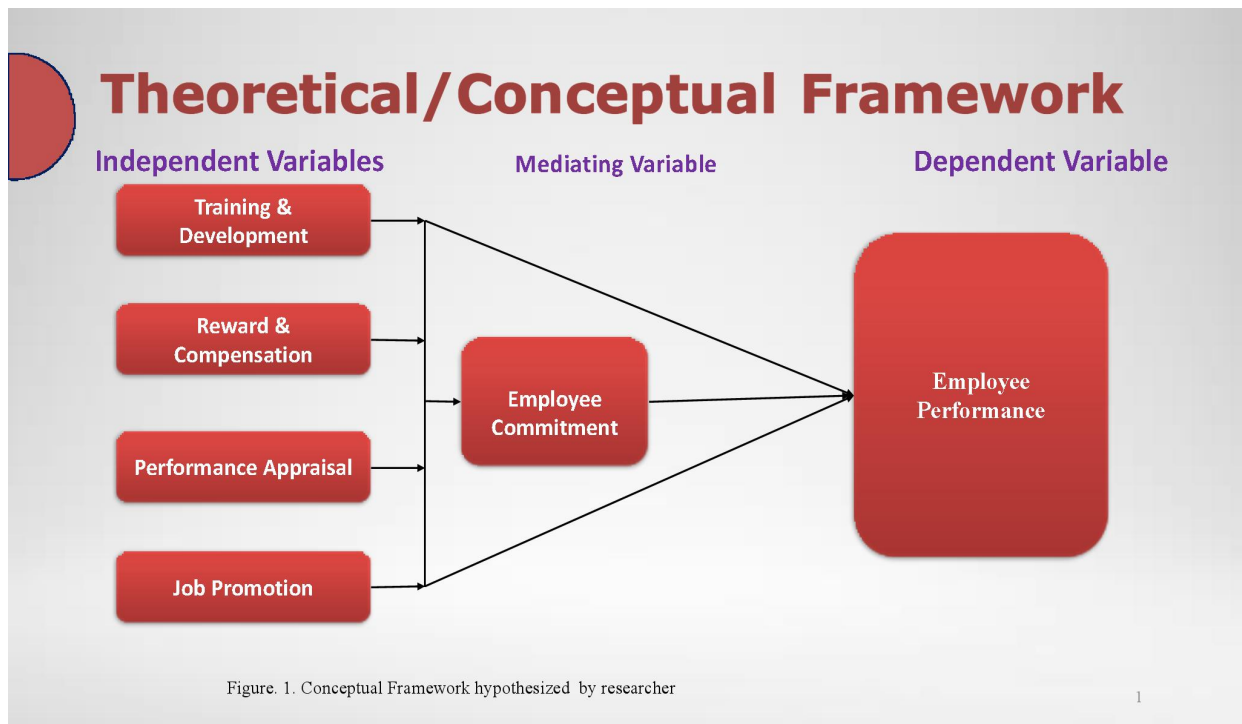
Employee Performance

Research on management and organizational psychology uses employee performance as its main dependent variable to determine organizational goals according to Udin (2023). Employee performances reflect the supply of suitable and healthy working conditions that support organizational strategic objectives while being represented by the workforce according to Jalagat (2017). Employee performance stands as a principal matter of interest for governments together with corporations and general society thus many elements can influence its outcomes Vratskikh et al. (2016). The main mechanism through which people generate productivity is work performance thus companies need to investigate and build its constituting elements. Various life situations affect job success according to Ariani (2023).

Conceptual Framework

Based on the gape in literature which found after reviewing large number of relevant research papers. This study proposes following conceptual framework and factors which used in this study and shown in conceptual framework are selected human resource management practices (training & development, reward & compensation, performance appraisal and job promotion), Employee commitment and Employee performance

Figure 1 Conceptual Framework



Training and Development and Employee Performance

Human Resource Management practice must include training programs which lead to improved performance throughout individual workers and entire groups and entire organizations. Organizations achieve their goals through a process which improves personal performance capabilities. Training creates understanding that leads organizations to gain better employee performance. According to Elnaga and Imran (2013) training functions as an important human resource management core practice that enables employees to acquire better performance through developing their skills and abilities.

Performance Appraisal and Employee Performance

Worker monitoring comprises formal processes which managers use to enhance both performance and productivity levels of their employees (Brown and Heywood, 2005). Performance appraisal systems according to Brown and Benson (2003) help enhance employee dedication alongside productivity results. Appropriate explanation and supervision of performance lead to higher job satisfaction and professional commitment amongst teachers. The achievement of this result exists at both high and low levels of performance appraisal. Teachers' dedication to the profession depends on their position regarding the performance assessment system. (Rahman, Shahzad, Bashir & Ramay 3052006). Performance appraisal creates better possibilities through formal training and incentive pay with performance appraisals that increase professional productivity (Brown and Heywood, 2005).

Reward and Compensation and Employee Performance

The increasing interest in building business links with the gay and lesbian business communities, not only among Fortune 500 companies but also throughout the U.S. (Frye, 2004) has resulted in examination of the link between espoused and realized equity based compensation (equity compensation) and firm performance and specific work group productivity. For human capital intensive firms, he claimed that compensation is

also important in 'attracting and retaining highly skilled employees'. Being a human capital intensive organization, it is through compensation practices in a university that can help in hiring and keeping hold of highly skilled and competent teachers. If the incentive pay plans that are used are accompanied by innovative work practices such as 'flexible job design, employee participation in problem solving teams, training to impart workers with multiple skills, extensive screening and communication, and employment security' (Ichniowski et al., 1997) then they can be found positively and significantly to improve workers' performance. (Shahzad, Bashir & Ramay 304) Similarly, there is a statistically significant relationship of employee outcomes and corporate financial performance to high performance work practices (including compensation) (Huselid, 1995).

Job Promotion and Employee Performance

It is a matter of great importance to have the performance of employees in private and public institutions considered because it is used as the measuring rod to which employees are promoted to higher ranks. This recommendation made by Chen and Silverthorne (2008) that employee performance scores should serve as the benchmark for promotion to promote competition and hard work among employees towards employees to accelerate business organizations' growth and development is therefore highlighted. As per the argument of Hameed and Amjad (2009) promotion is crucial for the employees as well as the owners of the business. According to Arthur, Kaphova and Wilderon (2005), it throws the promoted worker into identifying how to change the status quo and improve productivity. This drives worker production to increase, and in general organisational growth and development.

This is no wonder since the job promotion according to Yasmeen, Umar, and Fahad (2013) has much power to affect the performance of organization. Therefore, promotion in organizations must adhere to laid down promotion policies and practices so that workers may enjoy this benefit. Armstrong (1984) opined that promotion inspires a person to spend much of his time in an organisation for meeting the needs, because the performance and stability of organisations will increase.

Employee Commitment, HR practices and Employee Performance

Several past studies have also examined the role of the mediating factor of employee commitment (Little & Dean, 2006; He, Li, & Keung Lai, 2011; Mahfouz et al., 2020). Based on the evidence from mainland China between 2011, he et al. (2011) investigated the ways in which service atmosphere increases consumer satisfaction and discussed the mediator employee commitment in the relations between service atmosphere and consumer satisfaction. It was conjectured that Employee commitment will mediate the relationship between HRM practices and employee performance, when taking everything.

The fundamental assets of an organization are all the employees. Human capital is supervised by the best organizations in the most efficient and effective manner (Nethmini & Ismail, 2019). According to Blau (2017) human resources management (HRM) practices are related to employee's work success oriented by more inspiration and commitment. For this reason, employee's commitment should not be ignored and employee's commitment at the very least can be a determining factor in employee performance (Ahmad 2014). In order to determine the significance of employee commitment as a mediator to the relationship between HRM practices and employee performance, the researcher carried out study. The construction segment in Jordan is the

specific target population which employees constitute their workforce. The simple random sampling method was used for the selection of respondents. Later, the data was collected using self administered questionnaire followed by Structural equation modeling (SEM) in using IBM SPSS. 297 usable and completed questionnaires were obtained by the researcher. Specifically, the study reveals that: 1) HRM practice has significant influence on employee performance, 2) employee commitment has significant influence on employee performance, 3) HRM practice has significant influence on employee commitment, and most importantly, 4) employee commitment partly mediates the relationship between HRM practice and employee performance.

Methods

The instrument used to retrieve the data in this study was questionnaire which includes the questions. To measure the respondents' response, we have used measurement scales and the 5 point likert scale from SD= strongly disagree (point 1), DA= disagree (point 2), N= neutral (point 3), AL= agree (point 4), , SA= strongly agree (point 5). The different testing was done using SPSS version 25 and PLS4 Partial Least Square Analysis by Falk and Miller in Gozali (2006).

Demographic information

From the (Table 1) below, it is showing that there were 178 male participants with the percentage of 63.6 and 102 female participants with the percentage of 36.4 whereas, the total number of participants was 280. According to final data analysis male employees are in majority as compare to female employees in public and private universities in Sindh.

Table No 1 Demographic Information of Gender Participants

		Frequency	Percent	Applicable Percent	Collective Percent
Valid	Male	178	63.6	63.6	63.6
	Female	102	36.4	36.4	100.0
	Total	280	100.0	100.0	

The (Table 2) below showing the marital status of the respondent consisted on 261 married participants with the percentage of 93.2 and the number of single participants was 19 with the percentage of 6.8 whereas, the total number of participants was 280.

Table No.2 Demographic Information of Marital Status Participants

		Frequency	Percent	Applicable Percent	Collective Percent
Valid	Married	261	93.2	93.2	93.2
	Single	19	6.8	6.8	100.0
	Total	280	100.0	100.0	

(Table 3) below, there was majority with 40 and 38 with frequency of 73 and 37, accordingly, on the basis of final data analysis most of the teaching staff of public and private universities in Sindh are young.

Table No 3: Demographic Information of Age Group of the Participants

		Frequency	Percent	Applicable Percent	Collective Percent
Valid	36.00	12	4.3	4.3	4.3
	37.00	33	11.8	11.8	16.1

Journal of Management & Social Science
VOL-2, ISSUE-1, 2025

38.00	37	13.2	13.2	29.3
39.00	2	0.7	0.7	30.0
40.00	73	26.1	26.1	56.1
41.00	9	3.2	3.2	59.3
42.00	2	0.7	0.7	60.0
45.00	29	10.4	10.4	70.4
46.00	31	11.1	11.1	81.4
47.00	29	10.4	10.4	91.8
48.00	11	3.9	3.9	95.7
49.00	10	3.6	3.6	99.3
50.00	2	0.7	0.7	100.0
Total	280	100.0	100.0	

The academic background of respondents as given in (Table 4) is based on Bachelor Degree (0%), Master Degree (0%), M.Phil/MS (30%), Phd (70%) with frequency of 84 and 196 respectively.

Table No 4 Demographic Information of Education of the Participants

		Frequency	Percent	Applicable Percent	Collective Percent
Valid	Bachelors Degree	00	00	00	00
	Master Degree	00	00	00	00
	M.Phil/MS	84	30.0	30.0	30.0
	Doctoral	196	70.0	70.0	100.0
	Total	280	100.0	100.0	

(Table 5) below shows on the basis of final analysis most employees of public and private educational sectors are 7 to 9 years experienced.

Table No 5 Demographic Information of Experience of the Participants

		Frequency	Percent	Applicable Percent	Collective Percent
Valid	7.00	84	30.0	30.0	30.0
	9.00	82	29.3	29.3	59.3
	10.00	2	0.7	0.7	60.0
	16.00	27	9.6	9.6	69.6
	17.00	57	20.4	20.4	90.0
	20.00	28	10.0	10.0	100.0
	Total	280	100.0	100.0	

(Table 6) below shows the frequency of designation background during final data analysis of participants in public and private universities in Sindh as given in (Table 6.6) is consisting on Lecturer/ Instructor/ Teaching Assistant (82), Assistant Professor (84), Associate Professor (86) and Professor (28) with the percentage of (29.3), (30.0), (30.7), (10.0) respectively.

Journal of Management & Social Science
VOL-2, ISSUE-1, 2025

Table No 6 Demographic Information of Designation of the Participants

		Frequency	Percent	Applicable Percent	Collective Percent
Valid	Lecturer	82	29.3	29.3	29.3
	Assistant Professor	84	30.0	30.0	59.3
	Associate Professor	86	30.7	30.7	90.0
	Professor	28	10.0	10.0	100.0
	Total	280	100.0	100.0	

Table -7 Outer Loading of Each Indicator

Variable	EC	EP	JP	PA	RC	TD
EC1	0.728					
EC13	0.769					
EC15	0.729					
EC2	0.723					
EC3	0.701					
EC4	0.777					
EC6	0.747					
EC7	0.754					
EC9	0.78					
EP1		0.861				
EP2		0.921				
EP3		0.906				
EP4		0.903				
JP1			0.931			

Journal of Management & Social Science
VOL-2, ISSUE-1, 2025

JP2	0.92	
JP3	0.936	
PA1	0.784	
PA2	0.851	
PA3	0.806	
PA4	0.824	
PA5	0.829	
PA6	0.824	
RC1		0.8
RC2		0.805
RC3		0.837
RC4		0.773
RC5		0.85
RC6		0.836
TD2		0.758
TD4		0.721
TD7		0.734
TD9		0.724

Table 8: Discriminant Validity

Discriminant Validity-Heterotrait-monotrait ratio (HTML)

	EC	EP	JP	PA	RC	TD
EC	1					

Journal of Management & Social Science
VOL-2, ISSUE-1, 2025

EP	0.539	1				
JP	0.6	0.848	1			
PA	0.54	0.186	0.246	1		
RC	0.421	0.106	0.167	0.663	1	
TD	0.668	0.222	0.376	0.656	0.668	1

Table -9: Overview of Correlation among Constructs

Overview					
Variable	AVE	Composite Reliability	R Square	Cronbach's Alpha	
Employee Commitment	0.556	0.901	0.502	0.9	
Employee Performance	0.806	0.927	0.634	0.92	
Job Promotion	0.863	0.921	0	0.921	
Performance Appraisal	0.672	0.905	0	0.902	
Reward and Compensation	0.668	0.91	0	0.901	
Training and Development	0.539	0.723	0	0.717	

Table 10: Path Coefficient

Path coefficient			
Variable	Original Sample	Standard Dev	T Statistics
JP -> EC	0.406	0.043	9.516
JP -> EP	0.733	0.042	17.505
PA -> EC	0.229	0.056	4.075
PA -> EP	0.004	0.052	0.068
RC -> EC	-0.028	0.053	0.526
RC -> EP	0.025	0.041	0.601
TD -> EC	-0.286	0.057	5.035

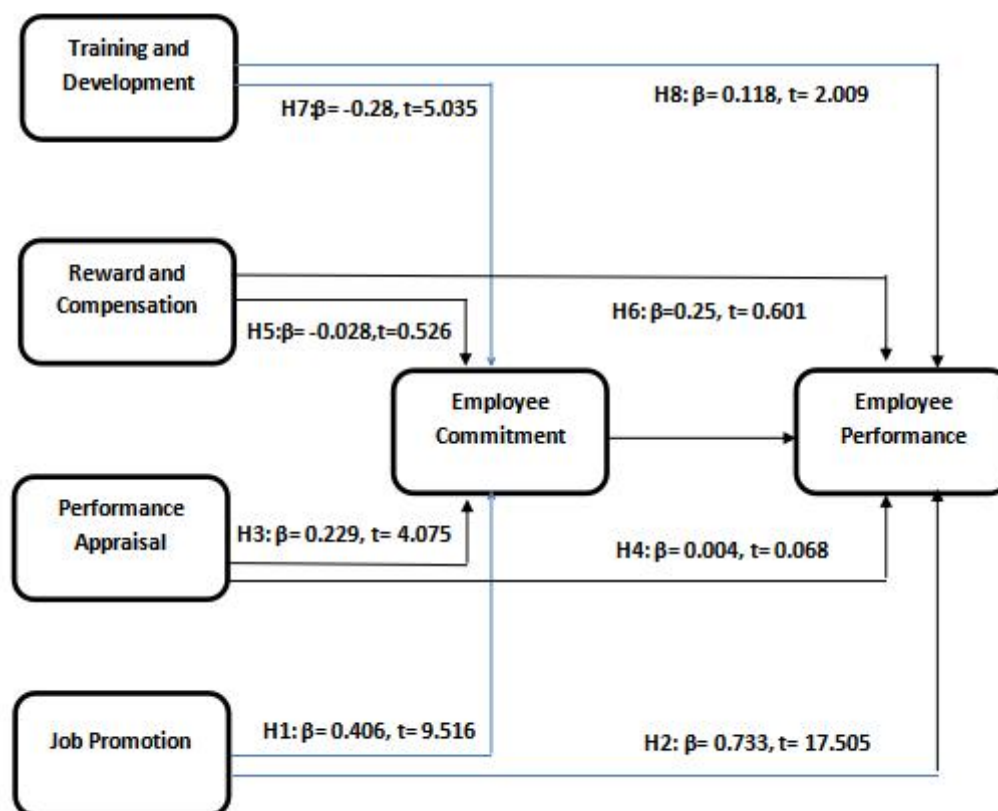
TD -> EP	0.118	0.059	2.009
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Hypothesis Testing of Educational Institutions

Figure 10 presents the structural model of public and private educational sector in Sinsh with β coefficient values. With the accordance of Tabachnick and Fidell (2007) β coefficient is calculation of multiple correlation coefficients among exogenous and endogenous variables.

H-1: represented the relationship of Training and Development and Employee Performance, a positive relation was observed between Training and Development and Employee Performance with the considerable correlation value of ($\beta=0.118$; $t= 2.009$). H-2: represented the relationship of Reward and Compensation and Employee Performance, a relationship between RC and EP observed that was not significant with the value of ($\beta=0.025$; $t= 0.601$). H-3: represented the relationship of Performance Appraisal and Employee Performance, a relationship between PA and EP observed that was not significant with the value of ($\beta=0.004$; $t= 0.068$). H-4: represented the relationship Job Promotion and Employee Performance, a positive and significant relation was observed between Job Promotion and Employee Performance with the considerable correlation value of ($\beta=0.733$; $t= 17.505$). H-5: Employee Commitment mediates the relationship between Training and Development and Employee Performance, a relation was observed between TD and EP by mediating effect of EC that was not significant on the original sample size while on the large sample size it has supported and acceptable with the significant correlation value of value of ($\beta= -0.286$; $t= 5.035$). H-6: denoted Employee Commitment mediates the relationship between Reward and Compensation and Employee Performance, a relation was observed between RC and EP by mediating effect of EC that was not significant with the value of ($\beta= -0.028$; $t= 0.526$). H-7: embodied Employee Commitment mediates the relationship between Performance Appraisal and Employee Performance, a relation was observed between PA and EP by mediating effect of EC that was positive with the significant correlation value of ($\beta= 0.229$; $t= 4.075$). H-8: Employee Commitment mediates the relationship between Job Promotion and Employee Performance, a relation was detected between JP and EP by mediating effect of EC that was positive and significant with the correlation value of ($\beta= 0.406$; $t= 9.516$).

Figure 2 Structural Model of private and public educational institutions of Sindh



Limitation Of Study

This study focused to develop an appropriate awareness and widespread the insights regarding factor which are influencing on organizational commitment, job involvement, work environment and job satisfaction with the consideration of organizational culture, mission and vision in public and private banking sector in Hyderabad. Although, this research study played supplementary role and substantial contribution to the advantageous literature of the above factors regarding public and private banking sector in Hyderabad. There are some confines of this research, one of the major limitations is the research was conducted on public and private banking sector in Pakistan in the context of Hyderabad so the results of this study is generalized only for public and private banks in this connection future study should be highlighted on the other organizations too correspondingly because the employee's perception may vary in different organizations.

The number of sample was small as the large sample would be more appropriate responsive likewise, future research should contain on large sample size to confirm the findings.

With the consideration of limitation described as under, commendable hypothetical and administrative implications have associated with this research and can proposal as foundations for more exclusive analysis. The data was collected from public and private banking sector in Hyderabad through questionnaires survey, the quantity of questionnaires received by the researcher was 200 from 270 administered which report for 74.07% of the total circulated questionnaires in concerned public and private banking sector in Hyderabad.

The respondents in the questionnaire survey were all from executive levels (top level management, middle level management, first line management and non-management employees) in the respondent organizations. The questionnaire for data collection was established based on deliberation in order to explore and determine the concepts and perception of managers regarding organizational culture, mission and vision, its consequences and linkages with organizational commitment, study further intends to identify insights of managers regarding influence and association among organizational culture, mission, vision, work environment, organizational commitment, job involvement and job satisfaction.

This study only investigated the influence of organizational culture, mission and vision on organizational commitment in public and private banking sector in Hyderabad and not connected with other factors such as organizational citizenship behavior, job security, motivation and other factors of the organization.

Future Research Directions

This research study was one of the few research using quantitative methodology and SPSS, SEM and Smart PLS as an analytical tool and represented the significance of organizational culture, mission and vision in public and private banks in Hyderabad with the structural equation model. With the consideration of the limitations few suggestions are also brought up as under.

- With the support of bulk related literature and the findings of this research study, organizational culture, mission and vision were seem be chief factors to enhance the employee commitment within organization consequently future research should be emphasized on public and private banks not only in the context of Hyderabad bot also in the Pakistan with more large sample size.
- The ultimate goal regarding future research should be the development of measurement model in the context of structural model illustration the overall influence of organizational culture, mission and vision on organizational commitment and other elements of study in context of Hyderabad.
- Private and public banks of Pakistan rapidly undertaking the rewards and recognition activities for this purpose to augment and boost up employee commitment within organization therefore, future research should be done by considering such mainly elements of culture.
- In Pakistan banking sector both public and private has achieved great importance as compared to other sectors, in banks generally executives urged to provisions of incentives, bonus and focusing on rituals, customs and values within organization to create sustainable culture and working conditions likewise, imparting useful info and directions to the employees towards mission and vision of the organization, future research should be carried out by the consideration of employee perception towards organizational mission and vision in public and private banks in the context of Pakistan.

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Journal of Management & Social Science
VOL-2, ISSUE-1, 2025

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Journal of Management & Social Science
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