

# ROLE OF HUMAN RESOURCE PRACTICES ON EMPLOYEE PERFORMANCE: MEDIATING ROLE OF EMPLOYEE ENGAGEMENT

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**ABSTRACT:** Agreement among HR practitioners exists regarding the success of an organization which primarily depends on the performance of its employees. The study mainly examined to mediating role of Employee Engagement (EE) between the relationship of Human Resource Practices (HRPs) i.e. Training and Development (T&D), Employee Staffing (ES), Job Design (HRPJD), Employee Compensation and Rewards (ECR), Employee Empowerment (EEMP) and Employee Performance (EP). The study was conducted in three public sector organizations of Pakistan. Using a simple random sampling data was collected through questionnaire survey from the employees' at all three levels in the said organizations i.e. WAPDA, Railways and ICT Police. Structural Equation Modeling (SEM) was used to analyze the links among the said variables. The study concluded that Employee Engagement has a mediating role between the relationship of Human Resource Practices and Employee Performance.

**Keywords:** Human Resource Practices, Training and Development, Staffing, Compensation and Rewards, Empowerment, Employee Engagement, Employee Performance

## 1. INTRODUCTION

HR development as a specialized regulatory support to management, and as an enhancing movement of employee participations in industrial, organizational and social psychology developments has been quite critical [1]. Human Resource Practices (HRPs) are closely connected with the arrangements of administrative practices while creating and synchronizing a skilled workforce. Since HR behaviors and practices are designed for managing human resource, the advantages are used towards the fulfillment of progressive goals [2]. The term HRPs can be conceptualized as a course of action of inside relentless methodologies and practices arranged and completed to ensure that an organization's human capital contributes to organizational objectives' achievement [3]. Early models of HR practices [4] were to a great extent reasonable but not in view of considerable observational proof for their authenticity. Early 90s have been confirmed by the studies [5, 6] for HRPs investigation and their execution but the use of EE as a mediator has not been addressed in a wholesome manner especially in Pakistani context. Studies highlighting HR importance, have shown a growing eagerness for the thought of HRPs and for the association between HR practices and employee and organizational performance [7].

Performance is defined as the productive output of a system in the form of goods or services [8]. Employee Performance (EP) (of doing something fruitfully) is known as an event in which individuals alone or in a group perform in a particular manner for others [9]. EP is basically the employee's total achievement during the time provided to him, considering his attitude and behavior into account. EP also incorporates specific employee behavior to perform certain tasks and turns out with some specific results in alignment with organizational goals. Performance is associated with amount of yield, worth of yield, appropriateness of output, existence on the job, and also with the efficiency and effectiveness of work completed [10] which should also be followed by EE

states. According to Armstrong and Murlis [11], EP implies the level at which workers perform as their performances including administrators, people and groups in view of shared comprehension, which characterize execution and commitment desires, survey execution against those desires, accommodate consistent and valuable criticism and illuminate concurred arrangements for change, learning and self-awareness.

## 2. HUMAN RESOURCE PRACTICES (HRPs)

**2.1. Employee training and development (T&D)** has been ensured as one of the most effective HRPs to reap maximum employee engagement and performance in the past literature. According to the studies i.e. [12, 13], investment in T&D by the organizations is made in order to enhance performance of both organization and its employees. Moreover, Maurer & Chapman [14] concluded that past studies suggest organizational support for ED that may become influential on employee attitudes and behavior. T&D is a mean of creating capabilities (Chris, 1996) that if doesn't address EE states, cannot maximize EP. T&D is a push to upgrade present or future worker execution by enhancing employees' ability to perform through learning, motivation and the change in employee's state of mind for change acceptance and efficient work. Training is considered as learning tool and learning effects performance [15]. Investment in T&D develops learning culture (Noe, Tews, & Dachner, 2010), and ultimately enhances employee willingness to build up their capabilities and enable them to be engaged in a variety of self-learning activities. Tahir, Yousafzai [18] also determined the impact of T&D on EP in the Pakistani context but there is a very less in the literature taking HRPs, EE and EP altogether especially in Pakistan. T&D though adds into employee performance but if his three engagement states are positively addressed. Thus the study includes EE as a mediating variable in the relationship between HRPs and EP in Pakistani context.

**2.2. Employee Staffing (ES)** is the process of hiring new employees; train them for specific work activities that are supposed to be performed by them on their jobs. Staffing is specifically singled out as a major HRP that can have an impact on the level of employee performance in organizations. According to Ali, Jadoon [19], HRPs of staffing, preparing, association and involvement of employees and motivating forces have a positive link with EP and handle the profitability of the firm. One of the beneficial outcomes of Recruitment is Employee Performance which may be positively attained heaving focus on Employee Engagement (EE).

**2.3. Employee Compensation and Rewards (ECR)** have notable effect on workers and in addition organizational achievement [20]. For any successful organization, employee should be considered as an essential source of change instead of its capital investment with the understanding that the human component and the organizations are indistinguishable [21]. Cascio [22] stated that the motivation behind the management of pay project is isolated into two, which are, immediate and roundabout types of self-improvement and the objective of self-improvement can only be attained if employees' cognitive, behavioral and emotional states of engagement are positively addressed. Performance whether Employee's or organizational, is enhanced by the rewarding employees in the organizations because of the direct link between employees' job activities with core financial concerns of their organization [23]. ECR also bear strong association with EE which lead the organizations to reap maximum employee performance as ensured positive link between employees' pay and incentives with employee engagement as compensation, remuneration and pay framework assuming a basic part in workers' engagement, which relies on employee's feelings that they are genuinely remunerated for their abilities, learning and general authoritative commitment.

**2.4. Job Design (JD)**, according to Durai [24], is a combination of job content and the work method which is adopted in the performance of the job by an employee. JD is also used as technique, procedure and system for the purpose of characterizing the substance of an occupation as a part of job performance heaving a link between employee and the employer [25]. A powerful job design brings commitment of an employee in business related conduct which obviously estimates worker output, departmental proficiency and organizational achievement [26, 27]. Work increase, work upgrade, work revolution, and job simplicities are the diverse techniques which are used as a part of job design exercise [28]. The purpose of the job design establishes mental work inspiration for enhancing employee engagement and performance i.e. their job fulfillment, hierarchical efficiency and productivity [28]. Job design forecasts employee output i.e. performance and organizational success as a viable work that brings employee engagement [26, 27].

**2.5. Employee Empowerment (EEMP)** is also counted as a critical HRP which helps in maximizing employee performance by creating a positive impact on their cognitive, behavioral and emotional engagement. Spreitzer [29] stated that empowerment is a strengthening ability of taking care of the difficulties with clear vision. According to Bandura and

McClelland [30], empowerment deals with creating inspiration which leads the employee towards producing enhanced performance outcomes. Conger, Kanungo [31] also determined empowerment as the process of rise in employee's self-efficacy through recognition in multiple situations [32]. Davis and Newstorm [33] characterize strengthening gives autonomy through the sharing of important data sharing and the state of oversee elements influencing employment performance. Littrell [34] quoted a variety of studies that contributed to the development of the content of empowerment. As a part of human resource practices, it has a motivational influence on employee's work performance and their sense of responsibility. Thus it is considered as a motivational technique to improve the work performance of employees. Mishra and Spreitzer [35] stated that empowerment is not a personality impact but the dynamic build that influences individual attitude and about relationships regarding overall organization. Thus empowerment is a strengthening ability of taking care of the difficulties with clear vision which affect employee performance by addressing their engagement states.

### 3. EMPLOYEE PERFORMANCE (EP)

Performance is associated with amount of yield, worth of yield, appropriateness of output, existence on the job, and also with the efficiency and effectiveness of work completed [10]. Employee Performance has always been a focus of attention by the researchers and practitioners which has been addressed using hundreds of antecedents and contexts. Significance of the relationship between HRPs and Employee Performance has been established in the literature [36]. Organizational practices and design features do drive performance (Anitha, (2014 ) by following the rout of employee engagement.

### 4. EMPLOYEE ENGAGEMENT

Engagement is all about creating a culture where people do not feel misused, overused, underused, or abused [37]. Employee Engagement (EE) is a popular concept among practitioners [38-41] and refers to the degree of employee commitment and involvement for its organizational values [42]. EE construct has been bifurcated into two major contexts i.e. Kahn's [43] view of engagement and the context of [44]. Kahn views EE as concurrent employment and individual's preferred self-expression in task behaviors which promotes associations with the job and with others, personal presence (physical, cognitive and emotional), and the role performance whereas Schaufeli, Martinez [44] views EE as conceptual opposite of burnout and as a state of mind with positive fulfilment and is categorized by vigor, dedication and absorption. Studies [42, 45] declared wholly engaged workers are physically energized, emotionally linked, mentally focused, and associated with agency purpose. According to Hoon Song, Kolb [46], EE is one of the major contributing factor in organizational survival which must be always be focused by the employers. Association of Employee Engagement (EE) with HRPs has also been confirmed in the literature i.e.[47-49]. Moreover Guest and Conway [50] also demonstrated that the impact of HRPs on performance depends upon response of worker towards

HRPs. Previous studies reveal that Employee Engagement (EE) is the real driver of enhanced employee performance [42, 51-53]. The current study objectively examines the impact of HRP's (stated above) on employee performance by investigating the mediating role of Employee Engagement in three public sector organizations of Pakistan.

## 5. PUBLIC SERVICE SECTOR ORGANIZATION OF PAKISTAN

Public sector has played very important role in making strengthen economy of a country. Current study undertakes the analysis of the performance of public sector organizations i.e. First WAPDA, Railways and ICT Police employees. Water and Power Development Authority of Pakistan (WAPDA) was established in February 1958 now has approximately 15682 employees. Second public sector organization selected in the study was Pakistan Railways which is a state's possessed rail route organization of Pakistan works under Ministry of Railways working with approximately 82,424 workers. Third public sector organization chosen in the current study is Pakistan Police working with around 11,117 dynamic individuals.

## 6. DATA COLLECTION AND METHODOLOGY

The main objective of the study is to examine the holistic relationships between the HRP's, EE, and EP in three Public sector organizations of Pakistan i.e. WAPDA, Railway and Police. The study followed a quantitative approach with the philosophy of positivism. Extraction of the links among the selected variables i.e. HRP's, EE and EP required empirical analysis which was followed by a self-administered questionnaire survey method to address the hypothesis. Respondents of the current study were the employees of all three levels of the said three public sector organizations. 100 questionnaires were distributed in each selected organization located in the region i.e. Rawalpindi and Islamabad. Out of the total 300, only 181 questionnaires (WAPDA = 60, ICT POLICE = 46 and Railway = 75) were received fit for analysis thus the response rate was 60.3%. All 181 respondents were consisted of 165 males and 16 females. Questionnaire was developed into two languages keeping in view the language skills of the respondents serving at varying levels in their respective organizations.

Data analysis was performed using SPSS version 20.0 and AMOS version 20. EFA and CFA were conducted for the validity and reliability assurance and the internal consistency measurement have been assessed by using Cronbach's alpha (a). The mediation, in the study model was tested through Structural Equation Modeling (SEM). SEM covered two facets, i.e. the study model should be characterized by a chain of structural equations and these structural relations should be modeled pictorially to enable a refined conceptualization of the theories under study as confirmed by Byrne, Baron [54].

The study used self-administered questionnaire to test the impact of HRP's on EP with the mediating role of EE upon the relationship of HRP's and EE. The study used five point likert scale using eight existing questionnaires, i.e. T&D from [18], Employee staffing from Analoui [55], Career planning and development from Greenhaus, Callanan [56], compensation and rewards from Gross and Friedman [57],

Job Design from Hackman and Oldham [58], Employee Empowerment from Halvorsen [59], Employee Engagement from CIPD [60] and Employee Performance from Medlin and Green Jr [61].

The study is based on the following hypothesis:

**H<sub>1</sub>:** There is the significant impact of HR practices on employee performance.

**H<sub>2</sub>:** There is significant impact of HR practices on employee engagement.

**H<sub>3</sub>:** There is a significant impact of Employee Engagement (EE) on Employee Performance (EP).

**H<sub>4</sub>:** Relationship between LOPs and Employee Performance (EP) is mediated through Employee Engagement (EE).

## 7. DATA ANALYSIS

Table-1 shows solutions of all three variables (HRP's, EE and EP) for which HRP's 15 items i.e. Training and Development (T&D) (3 items), Employee Staffing (ES) (3 items), Job Design (HRPJD) (3 items), Employee Compensation and Rewards (ECR) (3 items) and Employee Empowerment (EEMP) (3 items), EE's 9 items i.e. Cognitive Engagement (CE) (3 items), Physical Engagement (3 items) and Emotional Engagement (EE) (3 items) and EP's 3 items which together explained 65.175 of total variance. Moreover, Kaiser Meyer-Olkin Measure of Sampling Adequacy (KMO) is acceptable and significant i.e. (0.733,  $P < 0.05$ ).

### 7.1. Demographics

Table 4 shows the frequency and percentage of the respondents with regard to their organizations, gender, age, education, designation and experience. Out of total 181 respondents, WAPDA, ICT POLICE and RAILWAY include 60, 46 and 75 respondents respectively. 165 respondents were male and the rest 16 were females as the percentage of the females in the total population is also low in our public sector organizations. Majority of the respondents were of age 46 or older. Education of the respondents was graduation and Masters. 134 respondents were from the middle level, 41 from the top level and only 6 were from the lower level. Majority of the employees who responded in the study were heaving more than 6 years of working experience.

### 7.2. Descriptive Statistics and Correlations

Average responses received in the study for HRP's were between 'neutral' and 'agree' but closer to the 'agree', for EENG is more towards neutral and for EEMP were also between 'neutral' and 'agree'. Reliability of the construct was measured using Cronbach's Alpha initially i.e. HRP's 0.780, EE's 0.667 and EP's 0.737 and the overall reliability was found .794. The correlation among all variable shows the positive correlation among all variable where correlation is significant at the 0.01 level (2-tailed) except the correlation between HRP's and EE which is significant at 0.05 level (2-tailed). There is a positive correlation extracted in the table 5 among HRP's and EENG and EEMP. Therefore, it can be concluded from the above table, that all practices of human resources have a positive relationship with employee engagement. That is, when human resource practices are effectively implemented and managed, employees are engage more with work. Furthermore, the results also indicate that human resource practices and employee performance have a positive relations i.e. human resource practices positively

influence employee performance in the organization thus HR practices are positively related to employee engagement and employee performance.

### 7.3. Structural Equation Modeling (SEM)

The assessment of the measurement scales was conducted in order to ensure the reliability, validity, and dimensionality. In order to assess the properties of the measurement model, model data fit indices have been exercised as  $\chi^2/df$  which was meant to calculate that how closely the expected covariance matrix derived from the estimated model fits. Kenneth and Long [62] quoted that  $\chi^2/df$  ratio value (= or < 5) may be treated as acceptable one. CFI i.e. Comparative Fit Index according to Bentler [63] needs to be above 0.90 for appropriate fit. RMSEA i.e. Root Mean Squared Error of Approximation, according to Browne and Cudeck [64], ranges between 0 to 1 is appropriate and is considered as very good if it is less than 0.05 for model fitness. All three scales i.e. HRPs, EE and EP presented appropriate fit between the suggested measurement models and the data shown in table 6. The study after ensuring the goodness of results, established a reasonably good evidence of construct validity of the selected scales. Thus all the three scales can be acceptable in Pakistani Public sector context.

Fig 2 holistically addressed the standardized estimates of structural coefficients for the proposed structural model (path model) using the SEM approach from HRPs to Employee Engagement (EE) and to Employee Performance (EP). Structuring the equation model explained that three latent variables (i.e. HRPs, EE and EP) have been tested. Human Resource Practices (HRPs) were put as independent latent variable loaded on to five observed variables i.e. Training and Development (T&D), Employee Staffing (ES), Job Design (HRPJD), Employee Compensation and Rewards (ECR) and Employee Empowerment (EEMP). Employee Engagement (EE) was used as dependent latent variable loaded on to three observed variables i.e. Cognitive Engagement (ECE), Physical Engagement (EPE) and Emotional Engagement (EME). Employee Performance (EP) another dependent variable was loaded in the path model. The model was checked for the data fitness first. Goodness-of-fit indices for the proposed structural model (path model) have been confirmed as acceptable. First three hypothesis i.e. H<sub>1</sub>, H<sub>3</sub>, H<sub>3</sub> were confirmed as accepted.

For sake of mediation test, the direct effect model was compared with partially mediated model based on proposed hypothesis. Models were compared based on the fit indices as well as the effect strength between the relationships. This method is consistent with the approach of Al-Hawari and Ward (2006). Comparative results indicate the better fit of the model for the indicators of RMSEA (0.030 to 0.029) and CMIN/DF (1.165 to 1.155) while the other indicators of CFI

and significance level suggest differently. This case presents to proceed with caution to conclude the mediating effect of EENG between the HRP and EMPP, which may be an indication of partial mediation's varying effect in different situations.

The study in the Fig 7, has confirmed fourth hypothesis (H4) i.e. "Relationship between LOPs and Employee Performance (EP) is mediated through Employee Engagement (EE)". Fig 2 shows that that Employee Engagement (EE) plays a significant role between the relationship of HRPs and Employee Performance (EP). Insertion of EE as a mediator, affects the relationship of HRPs and EP significantly so it is significant mediation. Thus H4 is accepted. Whereas the mediating role of Employee Engagement (EE) and Employee Development (ED) between the relationship of LOPs and EP, when checked together using path analysis, it was found significant with the acceptable goodness of fit indicators. Thus the mediation of EE implies that the impact of HRPs can be translated into EP through EE in the public sector organizations of Pakistan.

Conclusions, Recommendations and Future directions:

As the current study aimed at exploring the relationships of Human Resource Practices (HRPs), Employee Engagement (EE) and Employee Performance (EP), employees in the public service sector were targeted. The Pearson correlation showed a significant positive relationship among HRPs i.e. Training and Development (T&D), Employee Staffing (ES), Employee Compensations and Rewards (ECR), Job Design (JD) and Employee Empowerment (EEMP) with Employee Engagement (EE) i.e. Cognitive Engagement (ECE), Physical Engagement (EPE) and Emotional Engagement (EME) and Employee Performance (EP). As all four hypotheses are accepted thus the relationship between Human Resource Practices (HRPs) and Employee Performance is partially mediated by Employee Engagement. The study concludes that the public sector organizations need to focus more on how to implement HRPs using the path of EE in order to reap maximum Employee Performance. Thus the implementation of HRPs, for the purpose of reaping maximum employee performance must follow the rout of Employee Engagement (EE) among public sector employees. Public sector organizations of Pakistan should focus on improving Employee Engagement (EE) if the impact of HRPs on EP is intended to be enhanced.

Future Studies:

In order to pave the way for the future studies, it is suggested that the current study may be conducted in private sector using same practices. The study may also be conducted using large sample size doing a cross sectional and time series analysis.

**Table 1: Factor analysis of independent variable**

Item ID	Item Description	Factors				
		1	2	3	4	5
HRP TD1	I believe my organization employee training and development programs are keys to increase the employee performance. میرا ماننا ہے کہ ٹریننگ اور ڈیولپمنٹ ملازم کی کارکردگی بڑھاتی ہے۔	.728	-	-	-	-
HRP TD2	I do not consider training and development waste of time and waste of money in my organization. میرا ماننا ہے کہ ٹریننگ اور ڈیولپمنٹ میرے ادارے میں وقت اور پیسے کا ضیاع نہیں ہے	.782	-	-	-	-
HRP TD3	I believe training and development boost up the morale of the employee in my organization. میرا ماننا ہے کہ ٹریننگ اور ڈیولپمنٹ ملازم کی حوصلہ افزائی کرتا ہے۔	.739	-	-	-	-
HRP ES1	My organization has well defined, fair and bias free recruitment and selection process. میرے ادارے کا سلیکشن طریقہ کار بہت ہی منظم اور غیر جانبدار ہے۔	-	.742	-	-	-
HRP ES2	I believe recruitment and selection methods of my organization are the only filters for creating the best fit. میرا ماننا ہے میرے ادارے کا سلیکشن طریقہ کار ہی واحد ذریعہ ہے۔	-	.824	-	-	-
HRP ES3	I believe in my organization selection of a candidate is strictly based on merit. میرا ماننا ہے کہ میرے ادارے میں بھرتی/سلیکشن میرٹ پر ہوتی ہے۔	-	.750	-	-	-
HRP JD1	My organization provides me support and authority to make the decisions necessary for accomplishing assigned task. دنیے گئے کاموں کو پورا کرنے کے لئے میری تنظیم مجھے مدد اور اتھارٹی فراہم کرتی ہے۔	-	-	.797	-	-
HRP JD2	My organization allows me to make suggestions for improvements. میرے تنظیم نے مجھے بہتری کے لئے تجاویز بنانے کی اجازت دے رکھی ہے۔	-	-	.823	-	-
HRP JD3	I have enough involvement in decisions that affect my work. میں اپنے کام کو متاثر کرنے والے فیصلوں میں کافی حد تک ملوث رہتا/رہتی ہوں۔	-	-	.753	-	-
HRP ECR1	Compensation is decided on the basis of competence or ability of the employee in my organization. میرے ادارے میں ملازموں کی تنخواہ اُن کی صلاحیتوں کی بنیاد پر منحصر ہے۔	-	-	-	.797	-
HRP ECR2	I enjoy the way my organization rewards me for the work I do. جس طرح میرا ادارہ میرے کام پر مجھے انعام دیتا ہے اس سے میں مطمئن ہوں۔	-	-	-	.838	-
HRP ECR3	I believe pay increments offered by my organization is satisfactory. میرا ماننا ہے کہ میں سالانہ اضافی تنخواہ سے مطمئن ہوں۔	-	-	-	.833	-
HRPE EMP1	My work load and responsibilities have been fair and equally distributed in my organization. میرے کام کا بوجھ منصفانہ اور یکساں طور پر میری تنظیم میں تقسیم کیا گیا ہے۔	-	-	-	-	.786
HRP EEMP2	Work environment in my organization gives me the opportunity to work on skills that prepare me to achieve my future goals. میرے تنظیم میں کام کا ماحول مجھے اپنی مستقبل کے مقاصد کو حاصل کرنے کے لئے تیار ہے کہ مہارت پر کام کرنے کا موقع دیتا ہے۔	-	-	-	-	.686
HRP EEMP3	I believe education, experience, and skill is required for my job performance. میرا ماننا ہے کہ میرے نوکری کے لیے تعلیم، تجربہ اور ہنر کی ضرورت ہے۔	-	-	-	-	.635

Table: 1. Note: All the Items of HRPs resulted in loadings > .40.

Kaiser-Meyer-Olkin Measure (KMO) of Sampling Adequacy is .747

Total Variance explained is 64.332

**HRPTD** – Training and Development; **HRPES** – Employee Staffing; **HRPJD** – Job Design, **HRPECR** – Employee Compensation and Rewards; **HRPEEM**- Employee Empowerment

**Table 2: Factor analysis of mediating variable**

Item ID	Item Description	Factors				
		1	2	3	4	5
EE CE1	Time passes quickly when I perform my job. اپنے کام کو انجام دینے کے لئے میرا وقت تیزی سے گزر جاتا ہے۔	.751	-	-	-	-
EE CE2	I often think about other things when performing my job. میں اپنے کام کو انجام دینے کے وقت چہیزوں میں ایک دوسری چیزوں کے بارے میں سوچنا ہوں۔	.672	-	-	-	-
EE CE3	I am rarely distracted when performing my job میں شاذ و نادر اپنی کام سے منحرف کرتا ہوں جب کام میں مشغول ہوں	.731	-	-	-	-
EE PE1	I stay until the job is done. میں دفتر میں قیام کرتا ہوں جب تک کام ختم نہ ہو رہا ہے	-	.729	-	-	-
EE PE2	I exert a lot of energy performing my job. میں کام کرنے کے لئے بہت زیادہ توانائی دیتا ہوں۔	-	.779	-	-	-
EE PE3	I avoid working overtime whenever possible میں ایٹلا موور کام سے اجتناب کرتا ہوں	-	.790	-	-	-
EE EE1	I really put my heart into my job. میں واقعی میں میرا کام دل سے کرتا ہوں	-	-	.756	-	-
EE EE2	My own feelings are affected by how well I perform my job میرے جذبات کس طرح میرے اپنے کام کو انجام دینے کی طرف سے متاثر کر رہے ہیں	-	-	.792	-	-
EE EE3	I get excited when I perform well in my job. میری حوصلہ افزائی ہوتی ہے جب میں نے اچھی رنگ کی کارکردگی کا مظاہرہ کیا ہے	-	-	.747	-	-

Table: 2. Note: All the Items of HRP, EE and EP resulted in loadings > .40.

Kaiser-Meyer-Olkin Measure (KMO) of Sampling Adequacy is .696

Total Variance explained is 59.851

EEEC –Cognitive Engagement; EEPE – Physical Engagement; EEEE – Emotional Engagement

**Table 3: Factor analysis of dependent variable**

Item ID	Item Description	Factors				
		1	2	3	4	5
EPI	The level of my individual performance last year was excellent میری انفرادی کارکردگی کی سطح گزشتہ سال بہت اچھی تھی	.810	-	-	-	-
EP2	I regularly accomplish my goals. میں باقاعدگی سے اپنے مقاصد کو پورا کرتا ہوں	.799	-	-	-	-
EP3	My individual goals directly support the goals of the organization. میری انفرادی مقاصد براہ راست تنظیم کے مقاصد کی حمایت کرتے ہیں	.819	-	-	-	-

Table: 3. Note: All the Items of HRP, EE and EP resulted in loadings > .40.

Kaiser-Meyer-Olkin Measure (KMO) of Sampling Adequacy is .684

Total variance explained is 65.510

EP – Employee Performance

**Table 4: Demographics**

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Organizations</b>	WAPDA	60	33.1	33.1	33.1
	ICT POLICE	46	25.4	25.4	58.6
	RAILWAY	75	41.4	41.4	100.0
<b>Gender</b>	Male	165	91.2	91.2	91.2
	Female	16	8.8	8.8	100.0
<b>Age</b>	Below 25	3	1.7	1.7	1.7
	26-35	16	8.8	8.8	10.5
	36-45	31	17.1	17.1	27.6
	46-55	76	42.0	42.0	69.6
	56 & above	55	30.4	30.4	100.0
<b>Education</b>	Matriculation	8	4.4	4.4	4.4
	Intermediate	15	8.3	8.3	12.7
	Graduation	61	33.7	33.7	46.4
	Masters and above	97	53.6	53.6	100.0
<b>Designation</b>	Lower Level	6	3.3	3.3	3.3
	Middle Level	134	74.0	74.0	77.3
	Top Level	41	22.7	22.7	100.0
<b>Experience</b>	1 - 5 years	15	8.3	8.3	8.3
	6 – 10 years	54	29.8	29.8	38.1
	11 – 15 years	68	37.6	37.6	75.7
	16 - 20 years	7	3.9	3.9	79.6
	21 – 25 years	35	19.3	19.3	98.9
	26 – above	2	1.1	1.1	100.0
<b>Total</b>		<b>181</b>	<b>100.0</b>	<b>100.0</b>	

**Table 5: Descriptive Statistics and Correlations:**

Descriptive Statistics and Correlations among Scales of Three Measurements (n = 181)

	Mean	Std. Deviation	Cronbach's Alpha	HRPs	EENG	EMPP
<b>HRPs</b>	3.8004	.42447	.780	1	0.159*	.374**
<b>Sig. (2-tailed)</b>					.033	.000
<b>EENG</b>	3.2179	.45033	.667	0.159*	1	0.325**
<b>Sig. (2-tailed)</b>				.033		.000
<b>EMPP</b>	3.4365	.65766	.737	.374**	0.325**	1
<b>Sig. (2-tailed)</b>				.000	.000	

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).\*

c. List wise N=181

HRPs: Human Resource Practices

EENG: Employee Engagement

EP: Employee Performance

**Table 6: Fit Indices for the Measurement Models of the three Scales**

Goodness-of-fit indices for the proposed structural model (path model) were at the acceptable level i.e.

$\chi^2$	$\chi^2/df$	RFI	NFI	CFI	RMSEA
361.671	1.155	.703	.736	.952	.029

RFI= Residual-fit index, NFI= Normed fit index, CFI= Comparative fit index, RMSEA= Root Mean Squared Error of Approximation

**Table 7: Mediation results for EE between IV (HRPs) and DV (EP)**

Mediation results for EE between IV (HRPs) and DV (EP)

IV	Med	DV	Direct RMSEA	CMIN/DF	CFI	Thru Med	CMIN/DF	CFI	RMSEA
<b>HRP</b>	EENG	EMPP	.585***	1.165	.971	.030	.454**	1.155	0.952 0.029

Measurement Model:

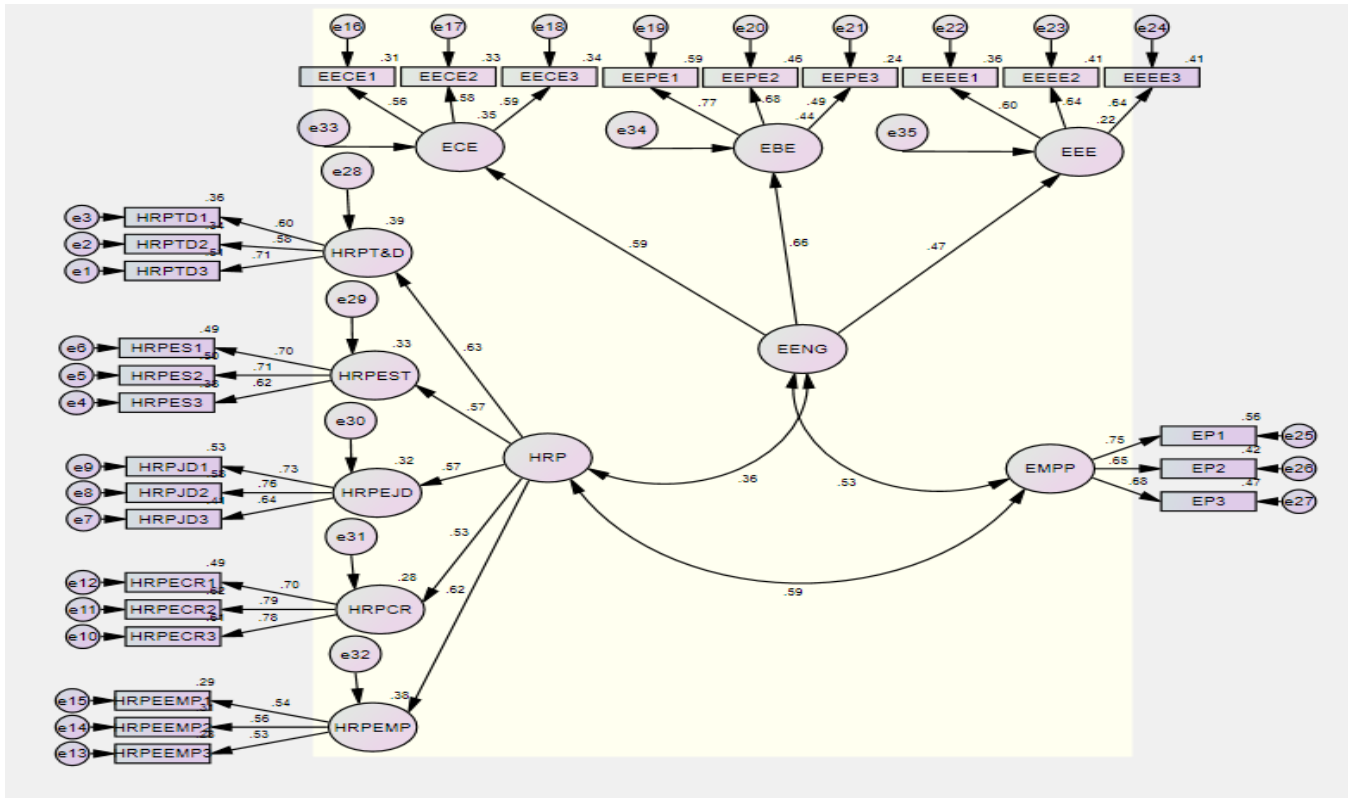


Fig 1. Confirmatory Factor Analysis

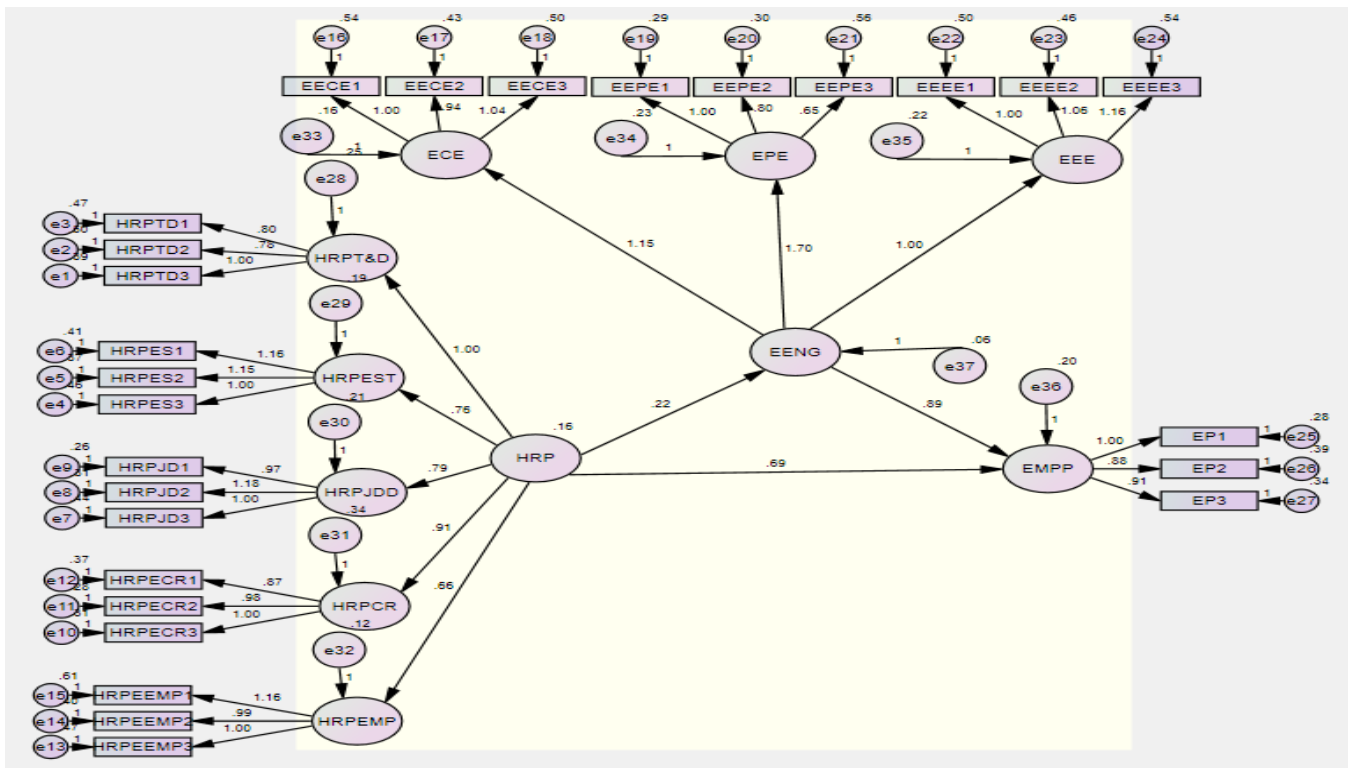


Fig 2. Path Analysis - Structural model of relationships among HRPs, EE and EP



8.

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