


## Human Resource Practices and Employee Performance: Mediating Role of Work Engagement and Training Sessions

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### ABSTRACT

The current study is an empirical evaluation of Human Resource (HR) practices on employee Performance within Pakistani organisations via the mediating role of work engagement and training sessions as they are conducted to enhance their performance in line with human capital theory. For the research, data was collected from 259 employees and HR managers from Pakistan manufacturing and service sector through self administered questionnaire. Moreover, two statistical software, SPSS and AMOS, have been employed for data analysis. The results have depicted a positive association between HR practices and the performance of employees. In addition, the study has revealed that work engagement and training sessions significantly mediate HR practices and employee performance. The study also emphasises manager development and gives credence to the implementation of HR practices which boost employee working passion. Consequently, these practices prove the instrumentality of training sessions in organisations. Employee productivity is improved through training sessions as well as work engagements. This research model is mainly the first to be studied within Pakistan with mediating role of training sessions and work engagements, keeping human capital theory at the centre.

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## INTRODUCTION

An organisation without Human Resource Management (HRM) is like a sailboat without a rudder. It is incomplete without its workforce and personnel. Improving the workforce becomes a strategic imperative in the 21st century to fulfil an organisational vision. They need to be enhanced consistently with utter efficacy. In a fast-changing business climate, managers incessantly pursue such practices to transform an ordinary workforce into a highly competitive one. Ultimately, with the aim of growth at national levels, profoundly skilled employees are required (Elsawy, 2022). Employees' performance is improved through HR practices, and long-term objectives are achieved (Aboramadan et al., 2020). If an organisation has a good HR structure and practices, its performance will be good automatically instead of the organisation with weak HR practices. A healthy environment is needed to appreciate employees for adopting the behaviours and attitudes relevant to organisationally strategic goals. It is also observed that if the employees have positive perceptions regarding HR practices in organisations, they will try to adopt the attitude and behaviour that the organisational demands from them (Gürlek & Uygur, 2021; Kooij et al., 2013). We cannot ignore that any organisation accomplishments and failures depend upon its workforce performance (Adil & Qaiser, 2020). But top management spends a massive chunk of its budget on employee training and skill enhancements. The workforce skills, knowledge, and capabilities are considered a more significant competitive edge in the global market. For the sake of all these abilities, adequate training of the employees is essentially required (Afsar et al., 2020; Elnaga & Imran, 2013).

Firms believe that HR is their lifeblood that keeps them alive and flourishing attitudes, values, behaviours, and opinions of the workforce are competitive advantages for any organisation (Ahmad et al., 2019). Work engagement gives a modest benefit, and it is all about attachment and dedication toward the employee performance in their job (Boon & Kalshoven, 2014; Salas-Vallina et al., 2020). Organisations want a workforce willing to invest themselves in their work. Work engagement is related to instrumental outcomes such as job performance, clients' satisfaction, and financial returns (Ahmad et al., 2019; Swarnalatha & Prasanna, 2012).

There is a need to analyse a study based on human capital theory to maintain the long-term relationship between employees and employers by the dissemination of specific knowledge and experience to enhance the performance of employees as well as the company (Ahmed et al., 2020). Additionally, it is a need of the modern era to assess the importance of this relationship. Therefore, the research questions include what is the impact of HR Practices on the performance of employees? What is the mediating

role of workforce engagement and training sessions? Consequently, in this regard, this study checks the effects of human resource practices (HRP) on the employee power performance with the mediating role of work engagement and training sessions. Both the mediators show the effect of employees' motivation and encouragement to work to improve the organisation through efficiency or performance. Underdeveloped Asian countries, like Pakistan, do not pay much attention to employee training, so this study investigates the mediating role of work engagements and training sessions (Al-Dmour et al., 2019). Thus, it will prove beneficial for Pakistani organisations.

The objective of effective work engagement can also be achieved by implementing the findings of this study. It is evident from various international organisations that improved HR practices have always resulted in employees' better work performance (A. Ali, 2019). In addition, studies in Pakistani organisational setup have never adopted mediation of work engagement between HR practices and employee performance. This study's primary objective is to study the mediating role of work engagement.

## LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Human resource management (HRM) has gained a central position in organisations to achieve its goals such as competitive edge. For this purpose, employees skills are enhanced via strategies of hiring the right talent, improving knowledge through apt training, creating a critical compensation system and managing their performance. Therefore, there is rising consensus on the worker skill enhancement to achieve the ultimate goals of organisations. In the wake of the rising importance of HRM practices, leaders are profusely recognising these practices as tools for organisational growth via creating a competitive workforce (Elsawy, 2022). In HRM literature, various job-related perspectives have been analysed to determine the impact of these practices on employees performance. For example, the Job-demand resource (J-DR) perspective has been studied previously (Anwar & Abdullah, 2021).

Regarding this, no one has tested the impact of HR practices on employee performance in Pakistan by leading mediating role of work engagement and training sessions based on human capital theory. Moreover, the current study is also based on HRM process theory. The present study is interested in how HR practice encourages employees through work engagement and training sessions. Moreover, it aims to know about the mediating role of work engagements and training sessions to enhance employee performance. If HR practices show positive features, they create a strong climate that encourages employees to adopt behaviours and attitudes aligned with the organisation

goals (H. Ali et al., 2020). According to Bari et al. (2019) engagement is like an attitude, which is a good attitude characterised by a work-related state of mind via vigour, absorption, and dedication. Engaged employees try to contribute to the behaviour of proactive crafting, (Basheer et al., 2019), modification of the jobs to fit with work goals and with the environment to get a higher performance of employees (Guan & Frenkel, 2018). It says that strong HR practices or HRM systems play an essential role in creating a strong climate to support employees to engage with their work and these motivations give the higher performance of employees. After this, we talk over the motivating logic supporting our hypotheses.

### The Relationship between HR Practices and Employee Performance

In the strength of HRM systems, individuals share a common interpretation of accepted or rewarded behaviours. The HR system can help an organisation gain a competitive advantage over its competitors and become more effective (Sabeen et al., 2020). HR Practices affect organisational performance by shaping employees attitudes and behaviours. Employees are the assets of any organisation. By influencing individual perspectives, the high commitment to HRM increases organisational effectiveness. Prior studies proposed the relation of the organization performance and the employees task doing organism (De Clercq et al., 2021). To the best of our knowledge, in the prior literature on HRM, no study has been conducted by adding the training session's mediating role between HR practices and worker performance. The study also adds the role of work engagement as a mediator to get fruitful results because it has already been used in some studies (Guan & Frenkel, 2018; Hamadamin & Atan, 2019).

HR practices refer to all the company management rules and the regulation decision that impact the employees and organisation. It is argued that HR practice and employee performance are closely related. Because several researchers and investigators have studied better HR practices, it ultimately enhanced an employee performance, improving the organisation performance (Mahmood et al., 2019). HRM practices and policies best fit with business strategies will enlighten the organisation and employees performance. It means that HR practices and procedures are needed, notable support to the employees and motivates them to work hard, and they are also valuable for the organisation it will ultimately increase the performance of the organisation (De Clercq et al., 2021; Jabbar et al., 2020; Jarrar, 2022). This study is concerned with HR practices to assess employee performance individually with the mediating role of training and work engagement. Training sessions motivate the employees to work with the delegation as they feel happy to do their work in a good, engaging environment that provides dedication and empowerment to them. This discussion will

lead to the following hypothesis:

*H1: Human Resource practices have a positive and significant impact on employee performance.*

### **Mediating Role of Training Sessions**

In HRM practices, training remains instrumental to organisational success. It is conducted to train employees and make them acclimate to the fast-changing working apparatus in the business world. The success in achieving the company strategic goals mostly depends upon its employees, and if they are trained well, they will be able to perform well (Jabeen & Rahim, 2020; Liao et al., 2009). Training is a company's planned effort to enhance its employees' skills and knowledge and modify their attitudes. Training means a planned process that is executed to guide existing or new employees in such a manner that they can perform their jobs effectively. An organisation performance depends on its workforce quality, so the improvement of hirelings' performance can be considered significant. Training positively affects employee performance because it contributes more than other factors like motivation, working environment, management attitudes, and technology (Jawaad et al., 2019). Those organisations with good training plans for their employees have an excellent capacity to increase their employees' performance.

In the world, employee training is not a new thing or idea for business organisations; it also has equal importance for the public and private sectors. Accordingly, many organisations, whether private or public, make strategies for their employees' development, prioritise their human resource development and resolve their issues quickly as soon as possible (Adelere, 2017; Karim et al., 2019). Training is considered a process to change skills, attitudes, and knowledge behaviour through experiential learning that will improve the performance of the employees in their current job. Learning application and theory, training programs, instructional design systems, and strategies are the tools used by the organisation to train their employee. Employees with good training and skills can contribute much effort to the organisation success (Adelere, 2017; M. A. Khan et al., 2019). Therefore, we intend the following hypothesis:

*H2: Training sessions significantly and positively mediates between the HR practices and employees performance.*

### **Mediating Role of Work Engagement**

Work engagement provides a competitive advantage, and it is all about attachment and dedication toward the employee performance in their job (Boon

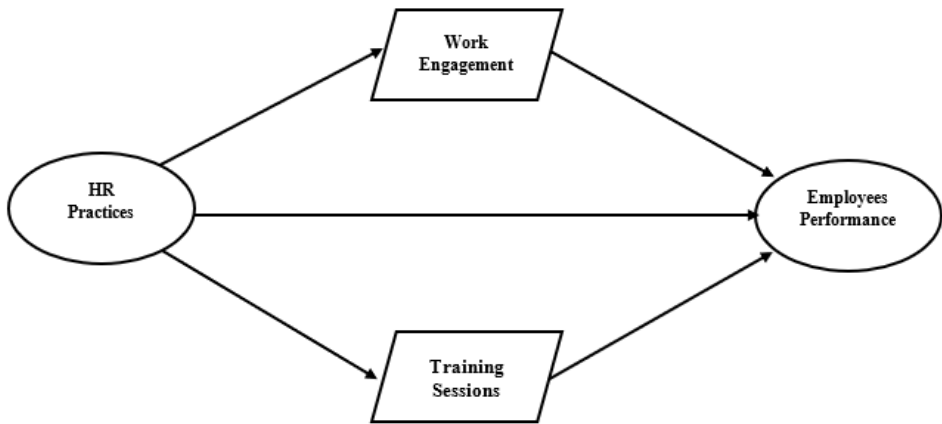
& Kalshoven, 2014). There is a positive impact on the workforce performance of HRM practices like compensation, performance appraisal, career planning, training, and employee involvement (Hassan, 2016; S. Khan et al., 2020). In between the employee work engagement and objective task performance, perceived organisational support (POS) is hypothesised to strengthen the positive relationship. HR practices play a more significant role in work engagement. In a strong climate, employees become more motivated about their work (Yongxing et al., 2017). This study includes HR practice as a predictor for increasing performance by facilitating employee work like organisational resources and employee motivation, which becomes conducive to work engagement. There are many problems why workers engaged with their jobs perform better than non-engaged workers. Z. Khan et al. (2019) stated that employees who get engaged with their work have many positive emotions towards work, have more opportunities, are helpful to their co-workers, and are more optimistic and confident. Many studies showed a positive relationship between performance and work engagement with the role of HR practice. When the HRM system is considered positive by employees, this will motivate the adoption of behaviours and attitudes stable with organisational goals and management values as a form of investment for organisational sustenance. According to Rich et al. (2010) and Khushk (2019), engaged employees' experience is considered a high level of motivation and connectivity with work responsibilities, along with doing their best toward task-related goals.

Furthermore, people who do their best for their work put themselves in a role to do their job best for the organisation and their co-workers behind the boundaries. Work engagement is critically important if the employees have a psychological connection or affiliation with their work in this modern world (Guan & Frenkel, 2018; Mahmood et al., 2019). Organisations need such employees who are willing to invest themselves in their employment. Work engagement is relevant to pivotal outcomes such as the job's performance, the clients' satisfaction, and financial returns (Bakker et al., 2011). Hence the hypothesis is:

*H3: Work engagement significantly and positively mediates between the HR practices and employee performance.*

## RESEARCH MODEL

Figure 1 demonstrates the conceptual framework linking HR practices to employee performance and the mediating role of work engagement and training sessions for the current study based on literature discussion.



**Figure 1:** *Conceptual framework*

## METHODOLOGY

### Sample and Procedure

This study follows a quantitative approach as a research methodology. The study population includes all those working in manufacturing and service companies in Pakistan. The convenient sampling technique approached the respondents to collect the desired data. The convenience sampling technique is a type of non-probability sampling technique. The researchers used this sampling technique to contact the population participants quickly or reach them easily. A self-administrative research instrument compiled by Amir et al. (2020) was used to collect the data. We used a five-point Likert scale from “strongly disagree” to “strongly agree” to measure the responses provided by the respondents (Iyer & Kashyap, 2009), and the items of the questionnaire were adapted from prior studies (Hashim et al., 2017). This study is non-contrived as the research instrument was distributed in a natural setting. No manipulation was made in the respondents’ environment and followed a cross-sectional research design (Bell et al., 2018). The required respondents were contacted through personal emails and social accounts by getting advance approval from each company’s HR department. The data was collected from both employees and those managers who deal with the practices of HR. Respondents were guaranteed to keep their responses confidential and not be misused. They were confident that the investigation would take place at the summative level.

According to Kline (2011) formula [number of questions in the instrument \* 10], at minimum, about 240 respondents were required to satisfy the generalizability of this study’s results. About 270 questionnaires were sent through emails and

social accounts (Chaudhry et al., 2020; Iqbal & Hashmi, 2015). 267 responses were returned, and 259 were complete and usable. Therefore, this study retained 259 responses, and the response rate for this study is almost 93%. Based on demographics, both males and females participated in this study. The males accounted for 67.6%, and females accounted for 32.4%. Similarly, based on age, all the respondents were above 21 years. Most of the respondents had graduation and post-graduation degrees. Some respondents had a high school, and some had inter-level degrees. Experience-wise, most respondents have 3 to 10 years' experience.

## Measures

This investigation first projected factor loadings for each item, and only those items were retained, with a factor load more than 0.5 to confirm the standard (Hulland, 1999). The construct reliability was also established by determining alpha values. The range of Cronbach's alpha was from 0.80 to 0.88. This indicated that all the measures are highly reliable with an alpha of Cronbach's higher than 0.7 and conform to the standard specified by Jaff et al. (2011). The same scales have been adopted in this study (Akhtar et al., 2016; Mahmood et al., 2019). This study used three items to measure employees' performance ( $\alpha=0.878$ ) adapted from Guan and Frenkel (2018). A sample item for employee performance is "I adequately complete the assigned duties.". Eight items to measure work engagement ( $\alpha=0.888$ ), a sample item is "At my work, I feel bursting with energy" and this scale was adapted from the study of Guan and Frenkel (2018). Three items to measure training sessions are used in this study, and validity is confirmed by CFA analysis for this construct( $\alpha=0.851$ ). A sample item is "Training sessions improve my job performance". From the study of Guan and Frenkel (2018) twelve items were used to measure HR practices ( $\alpha=0.809$ ); a sample item is "Company's HR practices contribute to my work satisfaction.". All these items were subject to reliability and validity tests, and only those scale items were retained, with a high item-to-total correlation. Scale items with low item-to-total correlation were dropped. The one item of work engagement was dropped because of the low item-to-total correlation. The elements of the demographic section (age, education, and income) were measured based on self-selected categories (Mclachlan & Gardner, 2004). See the appendix for more details.

## RESULTS AND ANALYSIS

Two software are used in this study, Statistical Package for Social Sciences (SPSS) version of 21-64bit and Analysis of Moment Structures (AMOS) for the analysis



of the study. SEM was applied for analysis by utilising AMOS Normality, and the reliability of the data has been verified through the analysis. Table 1 depicts the primary results of the analysis by highlighting that all the Alpha values are greater than the standard value of 0.7 as prescribed by the esteemed researcher Cronbach (1951) previously. The lowest alpha ( $\alpha$ ) value was 0.784, and the highest alpha ( $\alpha$ ) value was 0.928. Skewness is a measure of the normality of the data and is used for depicting normal distribution within the threshold range of -1 and +1. The results show that all the variables have skewness within the threshold values showing data is normally distributed.

**Table 1.**  
Descriptive Statistics

Constructs	No. of Items	Mean	Standard Deviation	Cronbach's ( $\alpha$ ) value	Skewness
EP	3	3.4260	1.1117	0.856	-0.397
TS	3	3.0103	1.1426	0.784	-0.178
WE	7	3.6293	0.9931	0.906	-0.799
HR	11	3.5104	0.9751	0.928	-0.607

EP=Employees Performances, TS=Training Sessions, WE=Work Engagement, HR=Human Resource Practices \*  $p < 0.01$ , \*\*  $p < 0.05$ , \*\*\*  $p < .001$

**Table 2.**  
Psychometric Properties

	CR	AVE	MSV	MaxR(H)	ETS	HR	WE	EP
ETS	0.784	0.548	0.068	0.786	0.740			
HR	0.922	0.520	0.148	0.941	0.247**	0.721		
WE	0.902	0.569	0.148	0.962	0.260**	0.385**	0.754	
EP	0.856	0.665	0.070	0.969	0.244**	0.265**	0.262**	0.816

EP=Employees Performances, TS=Training Sessions, WE=Work Engagement, HR=Human Resource Practices \*  $p < 0.01$ , \*\*  $p < 0.05$ , \*\*\*  $p < .001$

## Measurement Model

According to Manalo et al. (2020), the value of Normed Chi-Square and RMSEA should be less than 3 and 0.08, respectively, the values of GFI should be greater than 0.90, and the value of IFI, TLI, and CFI should be greater than 0.9. These figures for this study were Chi-Square (340.518), DF (226), P-Value (0.0000), Normed Chi-Square (1.507), RMSEA (0.044), GFI (0.907), IFI (0.968), TLI (0.960), NFI (0.910) and CFI (0.967). These values are produced with the help of fit indices (Mazzetti et al., 2019). Mazzetti et al. (2019) explained that CFA is used

to determine Convergent and Discriminant Validity scales.

## CONVERGENT VALIDITY

Convergent validity is used to determine that all the variables are reliable based on their construction items and scales. For this purpose, composite reliability (CR), average variance extracted values (AVE), and maximum shared values (MSV) are analysed comprehensively. Table 2 shows all the statistics fulfilling the cut-off values, such as CR values are greater than 0.7, AVE values are higher than 0.5, and MSV values are significantly lower than the AVE values. Hence, all the appropriate standards are met, so a convergent validity is found unshakably.

## Discriminant Validity

Another form of validity is verified through the analysis's results. A discriminant form of validity assures that the variable is valid and strong enough (Mumtaz et al., 2019). For this aim square root of AVE values is used to analyse. The set rule is that all the square root AVE values should be greater than the correlation values (M. Mira et al., 2019). Consequently, Table 2 ensures that all the indices are fit and ready for a sophisticated analysis type. As per the bolded figures from the resulting table, it is revealed that the set standard is met, and the discriminant validity is found.

In confirmatory factor analysis (CFA), the indices' fitness is determined appropriately. In the primary step, hypotheses are proposed, and their analysis is run through AMOS software. The unfit model may create data analysis issues and reliability, so CFA becomes useful in that case. Moreover, the model reliability is linked by the author to its theoretical base. Thus, this has become a procedure to testify the theories. Therefore, all the factors are loaded on the model, see Figure 1. That is how the observed, latent and observable variables. Furthermore, this information is regurgitated in the form of quantitative analysis and used for the subsequent up analysis. Hence, the analysis shows that all the indices' values are fit and follow the set standard in the research values. The indicators include GFI, AGFI and RMSEA values, etc.

## Structural Equation Modelling (SEM)

Structural equation modelling (SEM) is a sophisticated analysis that is run to codify and determine the association amongst the variables in the analysis (M. S. Mira et al., 2020). SEM is an instrument that helps determine the relationship between the observable, observed and latent variables by running the tests of regressions and multivariate factors.

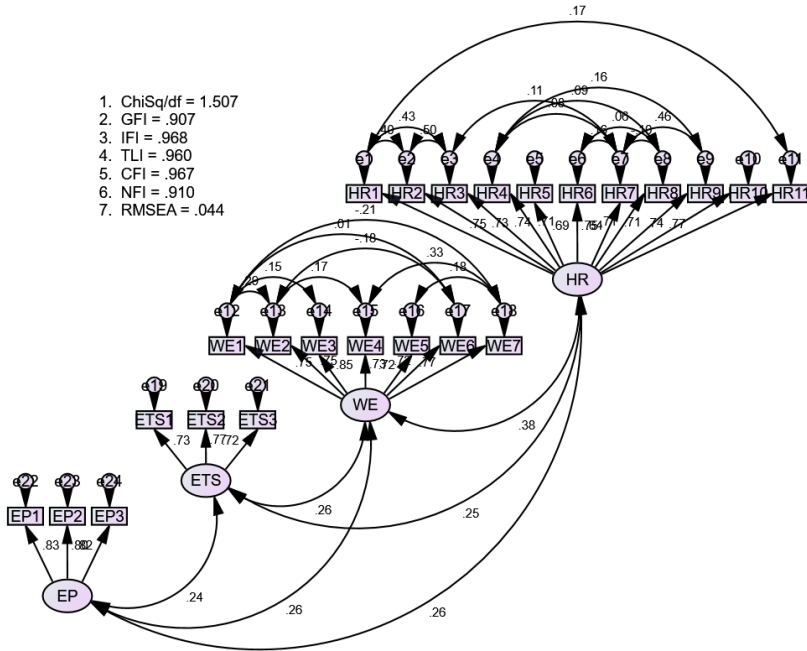


Figure 2: Confirmatory Factor Analysis

Table 3. Structural Model Results (N=259)

Effects	Hypothesi: Path	B	S. E	P-value	Conclusion
Linear Effects					
Hypothesis 1 (+)	HR → EP	.182	.080	.018	Accepted
Mediation Effect					
Hypothesis 2 (+)	HR → WE → EP	.057	.065	.010	Accepted
Hypothesis 3(+)	HR → TS → EP	.041	.074	.010	Accepted

The figures for SEM were Chi-Square (352.727), DF (227), P-Value (0.000), Normed Chi-Square (1.554), RMSEA (0.046), GFI (0.903), IFI (0.965), TLI (0.956), NFI (0.907) and CFI (0.9964). These values are produced with the help of fit indices defined by (Hu & Bentler, 1999) and (Bove & Johnson, 2006). EP=Employees Performances, TS=Training Sessions, WE=Work Engagement, HR=Human Resource Practices \* p < 0.01, \*\* p < 0.05, \*\*\* p < .001

The test is selected for the multivariate and statically empirical and regression analysis. In the path model, two forms of variables are endorsed, the dependent and the independent variables. Table 3 shows the SEM analysis and enumerates the direct influence of the variable HR practices on the employee performance. The table highlights that HR practice effect on employee performance was positive and significant ( $HR \rightarrow EP, \beta = 0.182, P=.018, Model 1$ ). This outcome represents that Hypothesis 1 is accepted. HR practices and EP are directly related, which means that an increase in HR will increase the value of EP. Model 2 signifies the mediation effect. We conclude the separate indicate effect through both mediator by multiply both paths. It can be seen from Table 2 above that the positive value represents that work engagement (WE) does mediate the relationship between HR and EP ( $HR \rightarrow WE \rightarrow EP, \beta=.057$  and  $P=.010$ ) so, Hypothesis 2 is accepted. Furthermore, training sessions (TS) also mediate the relationship between HR and EP ( $HR \rightarrow TS \rightarrow EP, \beta=0.041, p=.010$ ), which implies that Hypothesis 3 is accepted. Following the diagram, b shows the variables' structural equation modelling (SEM).

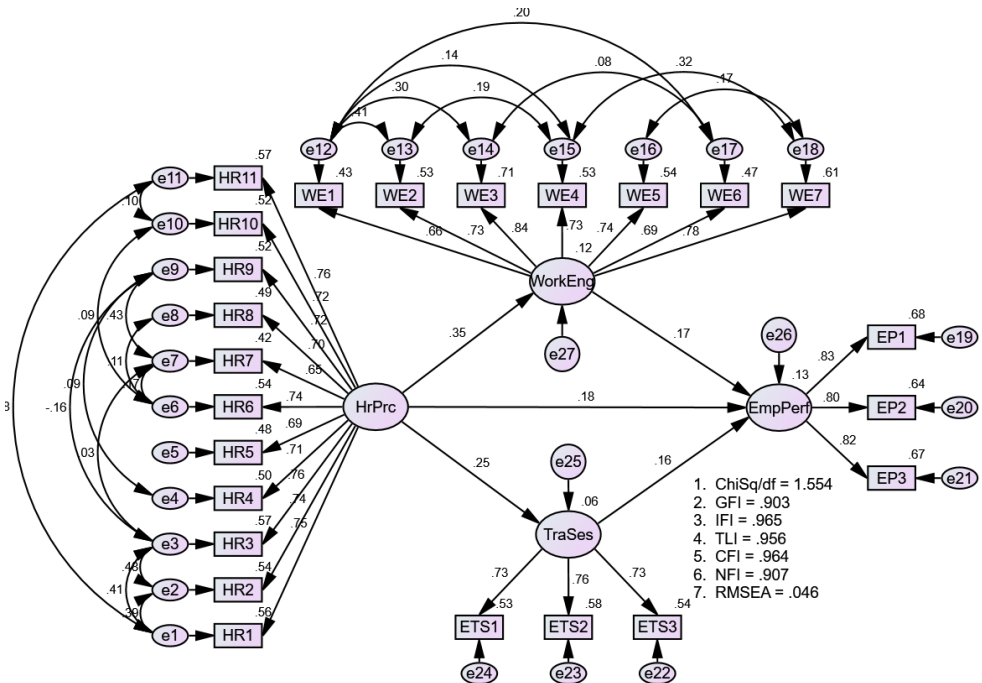


Figure 3: Structural Equation Modelling

## DISCUSSION

The main objective of this study is to empirically know the effect of Human Resource practices on employee performance in Pakistani industries. The study has also taken the work engagement and training sessions as mediating variables to check their impact on HR practices and employee performance. The underlying research has proposed the hypothesis that “the work engagement has significantly mediated between HR practices and work engagement.” The findings of this study reveal that this hypothesis has been accepted. It was found that work engagement highly and significantly mediates HR practices and employees’ performance ( $B=.057$ ,  $p=0.010$ ); this result of the study has been inconsistent with prior research such as [Rehman et al. \(2019\)](#) and [Nadeem and De Luque \(2020\)](#). They stated that HR practices motivate employees to work hard to follow the organisation goals; because of this, work-engagement employees have a positive emotional attachment with a firm, such as a strong climate and motivated management. The past study of [Rumman et al. \(2020\)](#), have also exposed the significant impact of these variables and disclosed that higher Work engagement had been backed by various bonuses and compensations that have resulted in enhancing the employee work performance. Thus, it has also impacted HR practices ([Paul & Kee, 2020](#); [Rehman et al., 2019](#)). However, the theory and dimensions of these studies are different. For example, [Rumman et al. \(2020\)](#) use the conversion of resources theory to check the relationship between employees performance and work engagement ([Adelere, 2017](#); [Guan & Frenkel, 2018](#)).

[Sheikh et al. \(2019\)](#) used the JD-R theory to check the association between work engagement and labour productivity with the influence of empowerment-oriented HRM. This study used HR capital theory in between HR practices, work engagement, training sessions, and employee performance. This study also proves that the training sessions also increase employee performance. Furthermore, motivating them to research at a time when doing work needs passion. These findings are inconsistent with the findings of [Van Zyl et al. \(2019\)](#); [Wassem et al. \(2019\)](#); [Yuswardi \(2020\)](#). Training session helps organisations make employees work as per their set standards. When they train their employee, it increases their skill, which helps increase performance and productivity. Recent studies by [Aboramadan et al. \(2020\)](#) and [Adil and Qaiser \(2020\)](#) also signify that training sessions are required to motivate the employees intrinsically so that the work performance of those employees can be enhanced at an optimum level ([Sabeen et al., 2020](#)).

## RESEARCH IMPLICATIONS

This study supports the managers argument to develop and implement HR practices that encourage employees to work passionately and provides evidence that the training sessions are essential for any organisation employees. Training sessions and work engagement are those factors that enhance employee productivity (Afsar et al., 2020). This latest research also adds to the already existing knowledge and literature. It opens new gates of the field study that would enable future researchers to explore contemporary managerial issues and practices. Furthermore, it would help the managers make appropriate decisions while hiring the employees and encourage them to achieve the organisation set goals efficiently and effectively. In addition, the policymakers would comprehensively understand human resource management as they are the ultimate source for the organisational operations and functions. The contemporary world is focusing on providing appropriate perks and facilities to the employees because a sound and well encourage employee can only guarantee the best functioning of the business.

## LIMITATIONS AND FURTHER RECOMMENDATIONS

This study has several limitations, which are acknowledgment points to future possibilities for upcoming research. First, this model is a single-level model and only targets, individual employees. Extensions can be made to this model in the future, adding the organisational performance (Al-Dmour et al., 2019). Second, this study ignores the influence of contextual factors, which can be added for future research. Third, this study has a limited model of four variables; in upcoming research, this model can be enhanced by adding the role of managers in implementing practices as well as the role of supervisor (Ahmed et al., 2020; Akhtar et al., 2016).

## CONCLUSION

This study aimed to quantitatively evaluate the impacts of HRM on employee performance via the mediation role of work engagement and training sessions that organisations widely use to enhance staff's skill set. Therefore, the researcher has gathered data through a structured questionnaire. The analysis organisations belong to the service and manufacturing sectors. The target employees for analysis were staff and HR managers. Two softwares, SPSS v22-64bit and AMOS v21-64bit have been used to analyse the data. This study has found a positive and significant impact of HR practices on employee performance. This study finds a positive association between HR practices and employee performance. Moreover, the current study's outcomes demonstrate

that the mediating role of work engagement and training sessions positively impact firm performance. Development of the employees and diverse training sessions are essential factors that improve the employees' productivity. In Pakistan, according to the researcher knowledge, this is the first paper to highlight the importance of HR practices on employee performance linked with the role of the training session and work engagement.

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## APPENDIX

**Table A. 1.**

Questionnaire

Constructs and Items	Factor Loading	Cronbach Alpha
Employees' Performance		0.856
EP1: I adequately complete the assigned duties.	.827	
EP2: I fulfil responsibilities specified in my job description.	.801	
EP3: I perform tasks that are expected from me.	.819	

*Continued on next page*

Table A. 1 continued

Constructs and Items	Factor Loading	Cronbach Alpha
Work Engagement		0.906
WE1: At my work, I feel bursting with energy.	.747	
WE2: At my job, I feel strong and vigorous.	.746	
WE3: I am enthusiastic about my job.	.846	
WE4: My job inspires me.	.726	
WE5: When I get up in the morning, I feel like going to work	.718	
WE6: I feel happy when I am working intensely.	.718	
WE7: I am proud of the work that I do.	.769	
WE8: I get carried away when I am working.	.485*	
Training Sessions		0.784
ES1: Training sessions improve my job performance.	.725	
ES2: I appreciate trainings that are held to improve my job performance.	.773	
ES3: Our company conduct training sessions according to my needs.	.722	
HR Practices		0.928
HR1: Company's HR practices contribute to my work satisfaction.	.747	
HR2: I was attracted to this company because of its good HR practices.	.733	
HR3: Company's managers do not implement HR policies properly.	.738	
HR4: Company's HR policies are clearly communicated to employees.	.707	
HR5: Company's HR practices make me feel more confident in my ability to perform the job.	.694	
HR6: Company's HR practices help me to achieve my goals.	.750	
HR7: Company's HR practices helps me in developing new skills.	.637	
HR8: Company's HR practices helps me to enhance my knowledge.	.707	
HR9: Company's Managers are well aware of how to implement HR policies.	.705	
HR10: Company's HR policies are difficult to understand.	.739	

Continued on next page

*Table A. 1 continued*

Constructs and Items	Factor Loading	Cronbach Alpha
HR11: Company's HR practices do not make a difference to the way managers behave here.	.767	

Note: \* Item deleted due to low factor loading.