International Journal of Economic Practices and Theories (IJEPT)
ISSN: 2247-7225
Volume 2026, Issue 1

Investigating the Effect of High Performance Work Practices on Employee Engagement: The Mediating Role of Organizational Culture

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Abstract:

In today's business world, employee engagement is a key factor that affects organizational performance, productivity and sustainability.High Performance Work Practices (HPWPs) are seen as strategic human resource management practices which increase the capacity of the employees, their motivation and their involvement.But the practices can only be successful in the right organizational context.The aim of this study is to explore the relationship between High Performance Work Practices (HPWP) and Employee Engagement (EE) with the mediator role of Organizational Culture.This study will examine five dimensions of the HPWPs: training and development, rewards, involvement in decision making, career development opportunities, and supportive HR practices.A quantitative research approach was used and the data was obtained from 424 employees of the organizations in Delhi-NCR region.The sampling method used in this research was a simple random sampling technique which was designed to get the sample participants to represent the population of the study in an unbiased manner.The collected data were analyzed with the Structural Equation Modelling (SEM) method to assess the reliability of the measurement instruments, the validity of the measurement instruments, the direct relationships and the mediation effects.Findings suggest that employee training and development, career development opportunities, and employee involvement in decision making have significant impacts on organizational culture and that organizational culture is a strong predictor of employee engagement.In addition, the relationship between selected HPWPs and employee engagement is mediated by organizational culture.The results show the significance of building organizational cultures that foster supportive work environments, and increase the effectiveness of HR practices and employee engagement results.

Keywords: High Performance Work Practices, Employee Engagement, Organizational Culture, SEM, Human Resource Management, Delhi-NCR.

Introduction

In the modern business environment, people have come to recognize that sustainable competitive advantage can be gained by the effective management and development of human resources apart from technological expertise and financial investments.Employees are one of the important factors of organizational success, because their knowledge, skills and commitment, as well as their discretionary behaviors, have a direct impact on organization productivity and overall performance(Elnakib & Gallego-Roquelaure, 2025).It is a challenging business landscape today with constant changes and competition, and maintaining the engagement and motivation of employees is a key business strategy.Employee engagement is the emotional, cognitive and behavioral commitment that employees have to their job and company, and is a significant determinant of organizational effectiveness, retention, innovation and service quality(Arokiasamy et al., 2024).The idea that employee engagement is a multidimensional construct, and more than a measure of employee satisfaction or job involvement, is widely accepted.An employee who is engaged is enthusiastic, dedicated and willing to go the extra mile at their job.When employees are actively involved, they work better, do not intend to leave the organisation, are more committed to the organisation and have better relationships with others in the organisation.But, achieving and maintaining Employee Engagement is still a challenge as a number of factors at organizational, leadership, work environment and cultural level affect engagement(Arokiasamy et al., 2024).Therefore, the ways to improve employee engagement has become a subject of research in HRM.One of

the approaches that organizations attempt to use to enhance employee engagement is called High Performance Work Practices (HPWPs)(Ramgolam et al., 2025).Human Resource Practices (HRPs) refer to a combination of interconnected HRM practices designed to improve the capacity, motivation and involvement of employees in organizational activities.These practices generally involve good recruitment and selection, good training and development, rewards based on performance, employee involvement in decision making, job prospects, job security and supportive working practices(Gupta & Jangra, 2024).Although dealing with employees' administrative responsibilities is a key part of managing human resources, HPWPs are more concerned with creating a setting that makes their employees feel appreciated, empowered, and motivated to join others in achieving organizational goals.Based on the theoretical approach of HPWPs, the consequences of supportive HP practices and developmental HP practices is that employees can have positive attitude towards work and organization(Kamboj & A, 2024).When employee's abilities are developed with employee training, employee's motivation is improved with reward and recognition, and opportunities are provided for employee involvement and contribution, employee performance and engagement can be enhanced, according to the Ability-Motivation-Opportunity (AMO) model.Therefore, HPWPs can foster psychological climate that employees feel more trust, commitment and attachment with their organization, which will eventually result in increased engagement levels(Din et al., 2024).While earlier studies have shown a positive link between HPWPs and employee outcomes, how the practice relates to employee engagement needs to be examined.The use of HR practices does not necessarily lead to engaged employees as employees are able to see and react to the organisation's HR practice within a wider organisational context.This is a further call to action to take organizational culture into account as an intervening variable between HPWPs and employee engagement(Gupta & Jangra, 2024).Organizational culture is an ensemble of the values, beliefs, assumptions and behavioral norms that are shared among the members of an organization and affect their perception of, interaction with, and performance in, the organization.A positive and encouraging organizational culture can help foster trust, collaboration, psychological safety, and belonging amongst employees.Embracing employee development, fairness, recognition, and participation is more likely to be seen as organizational support and increase motivation to remain in the job when implemented by an HWP(Kraus et al., 2023).On the other hand, if the HR policies are not supported in a workplace culture, it can negatively impact HR practices as the employees might not perceive the HR policies as genuine efforts to better their experience at work.The mediation of organizational culture is thus critical as it illuminates the how and why of HPWPs influencing employee engagement.While HPWPs outline the framework for an improved employee experience, organizational culture plays a key role in communicating, accepting and adopting HPWPs by employees.Openness, learning, teamwork and employee involvement can enhance HPWPs, making them the real thing in the workplace.Based on this, it can be concluded that organizational culture as a mediator variable can be used between HR practices and psychological outcomes of employees.A growing emphasis is on HPWPs and employee engagement, but a number of gaps in the research remain.Previous research has mainly focused on the direct links between high-performance work practices and employee outcomes, and few studies focus on how such links can be understood by the underlying organizational processes.The organizational culture as the mediator should be investigated empirically in various organizational contexts, particularly(Faeni et al., 2025).This relationship can offer some interesting lessons for managers looking to develop good human resource policies that will increase employee satisfaction and help establish a corporate culture.So, the aim of this research is to examine the effect of HPWP on EE with the mediation of Organizational Culture.The study has implications for strategic human resource management (SHRM) in terms of the relationship between HR practices and cultural characteristics and employee engagement.The findings are expected to provide both theoretical and practical implications to the organisations that are interested in enhancing employee commitment, motivation and performance through people managing effectively.It is not only businesses that are competing against other businesses to win the business, they're competing with each other to win the employee as well and understanding how their working practices and culture can impact employee engagement is a key factor in long term success for an organisation. The study aims to:

1. To Research the Impact of the High Performance Work Practices on Employee Engagement.
2. To analyse the relationship between the organizational culture and employees' engagement.

3. To study the Mediation of Organizational Culture between High Performance Work Practices and Employee Engagement.

2. Review of Literature and Hypothesis Development

Today the company is aware that there are many factors related to its employees that are crucial for the sustainable competitive advantage of the company.The human resources are no longer seen as an operational asset but are now seen as strategic assets that add value through their knowledge, skills, commitment and discretionary contribution(Arokiasamy et al., 2024).Employee engagement (EE) is a very fascinating subject as engaged employees demonstrate more enthusiasm, commitment, organizational involvement and willingness to go the extra mile when it comes to their work.The study uploaded defines employee engagement as a multi-dimensional phenomenon which is an emotional, cognitive and behavioral relationship between employee and work and organisation(Rhee et al., 2020).High Performance Work Practices (HPWPs) are seen as key ways to improve employee abilities, motivation and opportunities to participate in order to improve employee engagement.They encompass employee training and development, rewards based on performance, decision making, career development and supportive HR practices(Alrifae, 2026).Organizations develop supportive work environments through these practices where employees feel supported, empowered and motivated to reach organizational goals.However, the effectiveness of HR practices is not solely dependent on how the HR practice is carried out but also dependent on the organizational context of the HR practice.The organizational culture is an important factor that affects employee's perception, attitude and experience in the workplace.A positive organizational culture, characterised by trust, collaboration, learning, fairness and employee involvement can further link HR practices to employee engagement, it can be argued.Therefore, organisational culture emerges as an important intervening factor to understand how and why the HR practices relate to HR outcomes of employee engagement(Yi et al., 2019).The literature search has been done for the relation between High Performance Work Practices and employee engagement, which is the focus of this study.According to the theory, one of the variables examined in this study as a mediator between the variables is organizational culture.This approach helps to capture greater insights into the interaction between HR practices and organisational values on psychological attachment, motivation and contribution by employees in the workplace.

Employee Engagement (EE)

Employee engagement has emerged as a key focus in strategic human resources management, as engaged employees exhibit greater enthusiasm, dedication, commitment, and willingness to go the extra mile in their jobs(Arokiasamy et al., 2024).Employee engagement is the level of emotional, cognitive and behavioral commitment of employees towards their job and institution.Employees who are actively involved in their jobs tend to be more committed to their organizations, more productive, less likely to leave, and more likely to have positive working relationships.The Job Demands-Resources (JD-R) model suggests that work engagement is a product of the employees' perception of their organization's job resources(Arokiasamy et al., 2024).HR practices which develop employee skills, motivation and involvement (participation) set up psychological conditions which foster employees to put in more effort and commitment to their work.

Employee Training and Development (ETD) and Employee Engagement

One of the key elements of HPWP is employee training and development, which helps increase the knowledge, skills, confidence and ability of employees.Training opportunities convey that there is a value placed on employees and a willingness to invest in their professional development(Martelletti et al., 2023).This commitment in turn can foster a feeling of responsibility and lead to increased commitment and involvement from employees.The Ability-Motivation-Opportunity (AMO) model states that training improves an employee's capabilities, which can then be applied on the job to be effective and meaningful to the organization(Kao et al., 2016).Those who are provided with ongoing learning are more likely to be satisfied with their job, have a sense of professional development, and feel psychologically connected to the organization.Past studies have indicated that developmental opportunities have the potential to enhance employee motivation and engagement by filling skill gaps and boosting employees' confidence in the execution of their roles.The framework for the study also

highlights that the HPWPs enhance the skills of employees by training and development, which in turn boosts employee attitudes and attachment to the organization.Based on these observations, it is hypothesized that:

H1: Employee training and development has a positive and significant effect on employee engagement.

Performance-Based Rewards (PBR) and Employee Engagement

Rewards based on performance are a type of compensation system that involves recognition, incentives, or financial rewards for the achievements and contributions of employees.Reward systems are crucial HR tools as they affect employees' motivation, perceptions of fairness, and commitment to organizational objectives(Elnakib & Gallego-Roquelaure, 2025).Social exchange theory suggests that when employees believe that what they put in is being fairly rewarded and recognized, they become more positive about the organization.Rewards that are effective boosts their sense of appreciation and drive them to show greater commitment and participation.Another key component of HPWPs is the rewards component, as this helps to reinforce employees' motivation through the connection of individual performance with organisational recognition.If people feel their efforts are appreciated, they will feel emotionally connected and engaged with their work.Hence, the hypothesis is developed:

H2: Performance-based rewards have a positive and significant effect on employee engagement.

Participation in Decision-Making (PDM) and Employee Engagement

Employee participation in decision-making is an indicator of how involved employees are in organizational discussions, problem solving, and workplace decisions.Employees feel autonomous, empowered and have ownership of organizational results when they participate(Yi et al., 2019).The AMO framework proposes that offering opportunities for employees to be involved, allows them to use their skills and abilities and contribute to the team effectively.If staff feel their views are taken into account, they will have more trust and commitment in the organisation.Participative decision making is another way to increase psychological ownership as workers feel like they are a part of the process instead of followers.This greater engagement fosters employees to pour more work and emotional energy into their jobs.

H3: Participation in decision-making has a positive and significant effect on employee engagement.

Career Development Opportunities (CDO) and Employee Engagement

Career development opportunities are organizational activities that are designed to help employees develop their long-term career by providing them with promotion prospects, career planning, mentoring, and skill building(Schultz et al., 2023).HR practices that extend to the future of an employee, such as career-oriented practices, boost the employee's sense of organizational support and the organization's value of the employee(Zihan & Makhbul, 2024).In organizational support theory, the more invested in the organization's career development that employees feel, the more emotional attachments they will have to the organization.Motivation rises, intent to leave drops and employees are more likely to be actively involved in organizational activities when there are opportunities for career development.Organisations that offer career paths establish a favourable employment relationship, in which staff show commitment and engagement. Therefore:

H4: Career development opportunities have a positive and significant effect on employee engagement.

Supportive HR Practices (SHRp) and Employee Engagement

Supportive HR practices consist of policies and systems in the organization that foster employee support, fairness, communication, recognition and support.These practices foster employee respect, value and a sense of psychological safety.HR helps foster trust between the employees and the company(Alrifae, 2026).When employees believe that they are supported in their work, they are more likely to return the favor in their loyalty, commitment, and engagement.Supportive practices also benefit the work relationships and get the employees involved in contributing beyond their job description(Rekha et al., 2026).The literature reviewed in the context

of HPWPs asserts that the value and empowerment that supportive environments provide to employees, also positively influence engagement results.

H5: Supportive HR practices have a positive and significant effect on employee engagement.

Mediating Role of Organizational Culture between HPWPs and Employee Engagement

Although previous studies establish relationships between HR practices and employee outcomes, HR practices alone may not automatically generate employee engagement.HR practices are seen based on the culture in which employees exist(Hendri, 2025; Kraus et al., 2023).By providing meaningful workplace experiences, a supportive culture boosts the impact of training, rewards, participation, career growth, and supportive HR systems.Developmental and participative HR practices in a positive cultural environment lead to higher trust, commitment and emotional attachment of employees to the organization(Faiz et al., 2024).So, organizational culture is the mechanism that explains how HPWPs impact on employee engagement.

H6: Organizational culture mediates the relationship between employee training and development and employee engagement.

H7: Organizational culture mediates the relationship between performance-based rewards and employee engagement.

H8: Organizational culture mediates the relationship between participation in decision-making and employee engagement.

H9: Organizational culture mediates the relationship between career development opportunities and employee engagement.

H10: Organizational culture mediates the relationship between supportive HR practices and employee engagement.

Methodology

Research Design and Data Collection

This study used quantitative research design to study the relationship among High Performance Work Practices, Organizational Culture and Employee Engagement. The research framework aimed to examine how various HR practices relate to employee engagement and whether organizational culture is a mediating variable between the relationship between HR practices and employee engagement. Study variables were chosen on the basis of previous literature, such as employee training and development, performance-related rewards, involvement in decision making, career development opportunities, supportive HR practices, organisational culture and employee engagement. Primary data was collected from the employees of various organizations located in Delhi-National Capital Region (NCR), India. The study area namely Delhi-NCR was chosen because of the variety of organizational settings like industries, service organizations, IT companies, educational institutions and corporate workplaces where structured HR practices are followed in a wide manner. A structured questionnaire was used for data collection. The questionnaire included items of measurements used to evaluate HPWPs, dimensions of organizational culture and dimensions of employee engagement. The number of valid responses was 424 which were analyzed.

Sampling Technique

Simple random sampling was used in the selection of the respondents. This was done to give all the employees in the target population an equal opportunity to be in the study and to reduce selection bias(Iliyasu & Etikan, 2021). To ensure diversity in perception about HR practices and workplace culture, the respondents were taken from a wide spectrum of organizational backgrounds.

Data Analysis Technique

This collected data were analyzed to Structural Equation Modelling (SEM). The decision to use SEM was made because it enables the analysis of several relationships between latent variables and offers evaluation of the

measurement model and the structure model. Indicator reliability, construct reliability, convergent validity, and discriminant validity were used to evaluate the measurement model.

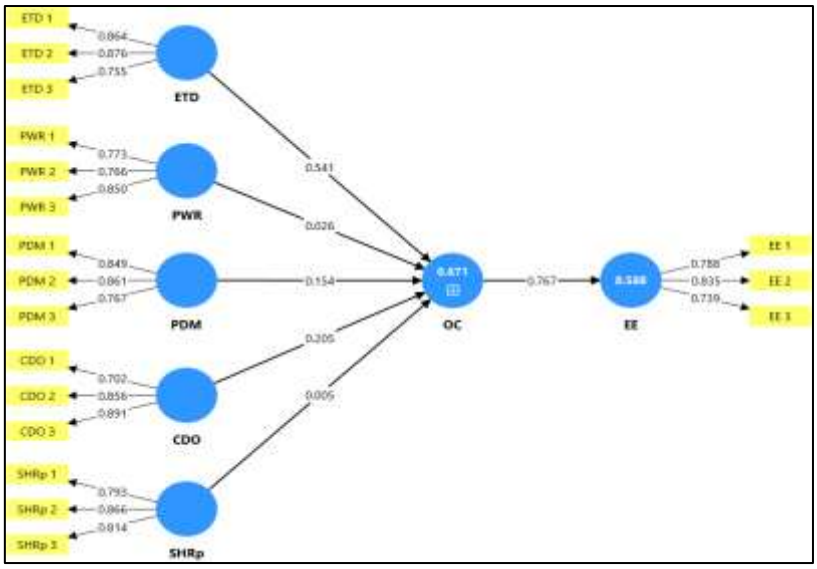


Figure 1: Measurement Model

Table 1 shows the Variance Inflation Factor (VIF) and outer loading values for the indicators to assess their reliability and the presence of biasness. The VIF value of all the measurement items lies between the minimum value of 1.249 and maximum value of 2.241 that is lower than the minimum value suggested by 5(O'brien, 2007). This validates the absence of multicollinearity problems among the indicators and absence of influential bias among the measuring items. The outer loading values are between 0.702 and 0.900, which shows that all the loading values are greater than the recommended value of 0.70, indicating adequate reliability(Bagozzi et al., 2016). Each measurement item is highly correlated with the corresponding latent construct, which shows that each measurement item has a strong association with its corresponding latent construct. The results suggest that all the constructs in CDO, EE, ETD, OC, PDM, PWR and SHRp have acceptable reliabilities and good contribution levels for their measurement of the corresponding constructs.

Table 1: Outer Loading and biasness analysis

Measurement Items	**VIF**	**Outer loading**
CDO 1	1.249	0.702
CDO 2	1.994	0.856
CDO 3	2.145	0.891
EE 1	1.433	0.788
EE 2	1.448	0.835
EE 3	1.256	0.739
ETD 1	1.770	0.864
ETD 2	1.745	0.876
ETD 3	1.472	0.755

OC 1	1.590	0.786
OC 2	2.241	0.900
OC 3	1.958	0.875
PDM 1	1.579	0.849
PDM 2	1.771	0.861
PDM 3	1.480	0.767
PWR 1	1.353	0.773
PWR 2	1.365	0.766
PWR 3	1.570	0.850
SHRp 1	1.480	0.793
SHRp 2	1.972	0.866
SHRp 3	1.579	0.814

In the study, reliability and validity assessment of the constructs used were presented in Table 2. The results show that the internal consistency of all constructs lies in an acceptable range from 0.702 to 0.816 Cronbach's alpha(Davis, 1989). All constructs show acceptable (above 0.70) composite reliability (rho_a and rho_c). In addition, the Average Variance Extracted (AVE) for the factors ranged from 0.622 to 0.731, with a minimum of 0.50 acceptable, indicating good convergent validity(Tanveer et al., 2025). Overall, all constructs (CDO, EE, ETD, OC, PDM, PWR and SHRp) have high reliability and validity, so the measurement model is appropriate for further analysis.

Table 2: Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CDO	0.752	0.769	0.860	0.674
EE	0.702	0.705	0.831	0.622
ETD	0.782	0.812	0.872	0.694
OC	0.816	0.834	0.891	0.731
PDM	0.770	0.786	0.866	0.684
PWR	0.712	0.718	0.839	0.635
SHRp	0.765	0.764	0.864	0.680

Table 3 shows that all HTMT values are below the recommended threshold of 0.90, confirming adequate discriminant validity among the constructs(Bagozzi et al., 2016). This indicates that CDO, EE, ETD, OC, PDM, PWR, and SHRp are distinct from each other and measure separate concepts. Overall, the results support the validity of the measurement model.

Table 3: Discriminant Validity (HTMT)

	CDO	EE	ETD	OC	PDM	PWR	SHRp
CDO							
EE	0.869						
ETD	0.709	0.885					
OC	0.691	0.569	0.912				
PDM	0.769	0.880	0.662	0.702			
PWR	0.636	0.720	0.479	0.702	0.431		
SHRp	0.769	0.859	0.599	0.782	0.617	0.653	

Table 4, show that the Fornell–Larcker analysis that confirms all the constructs demonstrate satisfactory discriminant validity. The diagonal values (square root of AVE) for all constructs are higher than their correlations with other constructs, indicating that each variable is distinct and measures a unique concept. The highest correlation is observed between OC and ETD (0.786), but it remains below their respective AVE square root values(Henseler et al., 2015). Therefore, the measurement model satisfies discriminant validity requirements and is suitable for further structural analysis.

Table 4: Discriminant Validity (Fornell and larcker)

	CDO	EE	ETD	OC	PDM	PWR	SHRp
CDO	0.821						
EE	0.718	0.788					
ETD	0.699	0.658	0.833				
OC	0.690	0.767	0.786	0.855			
PDM	0.595	0.652	0.523	0.569	0.827		
PWR	0.463	0.506	0.682	0.541	0.317	0.797	
SHRp	0.751	0.627	0.714	0.629	0.468	0.482	0.825

The model fitness results indicate (in table 5), the overall suitability of the proposed research model. The SRMR values for the saturated model (0.088) and estimated model (0.098) are below the acceptable threshold of 0.10, indicating an acceptable model fit. The d_ULS and d_G values show reasonable differences between the saturated and estimated models, suggesting adequate model consistency. The Chi-square values indicate an acceptable level of model discrepancy. However, the NFI values (0.613 and 0.597) are relatively low, showing moderate model fit(Hair et al., 2019). Overall, the results suggest that the proposed model has an acceptable fitness level and can be used for further structural analysis.

Table 5: Model fitness test

	Saturated model	Estimated model
SRMR	0.088	0.098
d_ULS	1.803	2.214

d_G	1.047	1.131
Chi-square	2357.896	2455.853
NFI	0.613	0.597

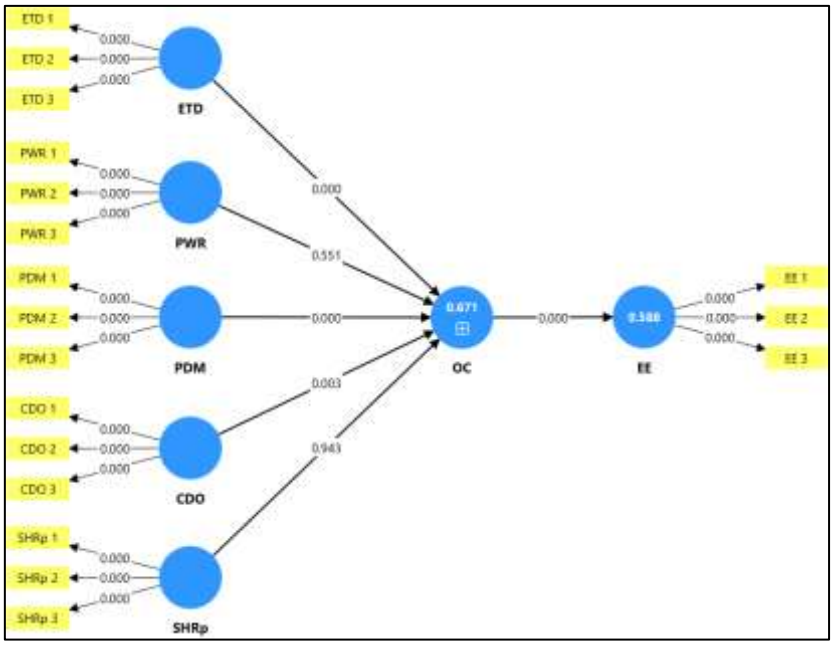


Figure 2: Structural model

Table 6: Hypothesis testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
CDO -> OC	0.205	0.207	0.070	2.931	0.003
ETD -> OC	0.541	0.535	0.084	6.454	0.000
OC -> EE	0.767	0.769	0.031	24.583	0.000
PDM -> OC	0.154	0.152	0.042	3.676	0.000
PWR -> OC	0.026	0.030	0.044	0.596	0.551
SHRp -> OC	0.005	0.009	0.065	0.071	0.943

Table 6 presents the results of hypothesis testing using path coefficients, T-statistics, and P-values. The findings indicate that CDO → OC (β = 0.205, T = 2.931, p = 0.003), ETD → OC (β = 0.541, T = 6.454, p < 0.001), OC → EE (β = 0.767, T = 24.583, p < 0.001), and PDM → OC (β = 0.154, T = 3.676, p < 0.001) have significant positive effects, as their p-values are below the 0.05 significance level. Therefore, these hypotheses are supported. However, the relationships PWR → OC (β = 0.026, T = 0.596, p = 0.551) and SHRp → OC (β = 0.005, T = 0.071, p = 0.943) are found to be statistically insignificant, as their p-values exceed 0.05 and T-

statistics are below the recommended value of 1.96. Hence, these hypotheses are not supported. Overall, Table 6 confirms that four proposed relationships significantly influence the dependent constructs, whereas two relationships do not show significant effects. The results highlight that CDO, ETD, and PDM positively contribute to OC, while OC strongly predicts EE

Table 5: Mediating effect of Organizational Culture.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
PDM -> OC -> EE	0.118	0.118	0.035	3.401	0.001
PWR -> OC -> EE	0.020	0.023	0.034	0.588	0.556
SHRp -> OC -> EE	0.004	0.007	0.050	0.071	0.944
CDO -> OC -> EE	0.157	0.160	0.057	2.735	0.006
ETD -> OC -> EE	0.415	0.410	0.056	7.357	0.000

Table 7 presents the mediation analysis results examining the indirect effects of CDO, ETD, PDM, PWR, and SHRp on EE through OC as a mediating variable. The results show that PDM → OC → EE ($\beta = 0.118$, $T = 3.401$, $p = 0.001$), CDO → OC → EE ($\beta = 0.157$, $T = 2.735$, $p = 0.006$), and ETD → OC → EE ($\beta = 0.415$, $T = 7.357$, $p < 0.001$) have significant indirect effects, confirming that OC significantly mediates these relationships.In contrast, PWR → OC → EE ($\beta = 0.020$, $T = 0.588$, $p = 0.556$) and SHRp → OC → EE ($\beta = 0.004$, $T = 0.071$, $p = 0.944$) show insignificant mediation effects because their p-values are greater than 0.05. Therefore, the mediating role of OC is supported for CDO, ETD, and PDM, but not for PWR and SHRp. Overall, Table 7 confirms that OC plays an important mediating role in explaining the influence of selected factors on EE.

Discussion

The results of this study bring important insights to the relationship between High Performance Work Practices, Organizational Culture and Employee Engagement. Based on the results of the SEM, it can be concluded that organizational culture is a very important influence in the process of converting HR practices into positive employee results. As shown in Table 6, career development opportunities are among the factors that significantly affect organizational culture ($\beta = 0.205$, $p = 0.003$), which means that the employees view the organization as more supportive and development oriented if it offers career development opportunities(Schultz et al., 2023). Likewise, employee training and development positively influences organizational culture ($\beta = 0.541$, $p < 0.001$) suggests that investing in employee learning boosts organizational values, trust and commitment. Decision making also shows a strong correlation with the organizational culture ($\beta = 0.154$, $p < 0.001$). This means that there is a deeper sense of belonging and psychological ownership among the employees when companies promote employee involvement(Ahmad et al., 2025). But there was no significant direct relationship between performance-based rewards and supportive HR practices with organizational culture, meaning that it is possible that these practices can affect employees' perceptions with a stronger organizational alignment(Ahmad et al., 2025). One of the significant results of the study is that the organizational culture has a significant influence on employee engagement ($\beta = 0.767$, $p < 0.001$). This shows that the positive culture in the workplace that includes trust, support, collaboration and employees' involvement has a significant positive impact on their emotional and psychological connection to their organization. The mediation analysis also

supports this conclusion and indicates that organizational culture is an important underlying mechanism. As shown in Table 7, organizational culture has significant mediation effects on the relationships between career development opportunities, employee training and development, participation in decision making and employee engagement. The results indicated that HR practices don't necessarily directly lead to engagement but rather, that it is linked to the presence of a supportive organizational culture. In general, the results suggest that in addition to implementing HR practices, organizations should strive to create the conditions in the culture so that employees find HR practices positive.

Conclusion

The findings of this study clearly indicated that the mediating variables between HPWP and employee engagement were organizational culture. The findings show that employee training and development, career development opportunities and involvement in decision making reinforce the organizational culture, which in turn helps to boost employees' engagement with the organization, based on data gathered from 424 employees of Delhi-NCR. The results from the SEM confirm that the organizational culture is a very important mechanism that mediates the relationship between HR practices and the attitudes and behaviour of employees. Companies that foster cultures that are development-focused, participative, and supportive will be more likely to have employees that are committed and engaged. It offers valuable insights for HR managers, highlighting the need to align progressive HR practices with a robust organizational culture to improve employee engagement. This study could be extended with larger samples, more geographic regions and more organizational factors to gain a deeper understanding of the dynamics of employee engagement.

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