2026. Volume 10, Number 1 *Pages 77-88*

UDC: 005.95/.96:005.73:336.71(567)

DOI: https://doi.org/10.30546/2521-6341.2026.01.6101

THE ROLE OF ORGANIZATIONAL CULTURE IN ENHANCING THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE: AN EMPIRICAL STUDY ON COMMERCIAL BANKS IN BAGHDAD

Hamza Adnan HASHIM[1], Kareem Sihoud KARAM[2]

[1] *Presidency of University of Diyala, 32001, Diyala, Iraq*

[2] *Department of Public Administration, College of Administration and Economics, University of Diyala, 32001, Diyala, Iraq*

hamzalklany@uodiyala.edu.iq[1]
kareem.karemm@uodiyala.edu.iq[2]

ARTICLE INFO

Article history:

Received:2025-10-09

Received in revised form:2025-10-14

Accepted:2025-11-20

Available online:2026-06-26

Keywords: Human Resource Management (HRM) Practices, Organizational Culture, Organizational Performance, Commercial Banks, Mediating Variable.

JEL classification

M12, M14, G21, L25

ABSTRACT

This research was conducted to understand how an organization's Culture acts as a Mediator between its Human Resource Management (HRM) practices and its overall success (organizational performance). The study used a descriptive-analytical method to compare 100 randomly-selected employees working in different commercial banks, using the Yamane formula to create a 10% level of significance. For this project, a survey instrument with three major sections was utilized: HRM (25 items), Culture (25 items), and Performance (35 items) with sufficient levels of both Validity and Reliability (overall Cronbach's alpha = 0.886).

Results showed all HRM practices in Commercial Banks were regarded to be a high (M=3.56, relative importance=71.2%) level of HRM practices. There were higher levels of HRM practices regarding Incentive Systems than all other HRM practice dimensions. Results revealed that Organizational Culture was considered to be moderate (M=3.39, relative importance=67.8%) in nature. The highest rated dimension of Collaborative was followed by Performance Culture. There was a statistically significant positive relationship between HRM practices and organizational performance identified (r=0.716). Based on the results of Structural Equation Modeling (Multi-group SEM) all statistically significant indirect effects were proven (p=0.008). Recommendations include strengthening Cooperative, Performance, and Innovation cultures; enhancing Performance Appraisal systems; and implementing HRM practices to each type of Commercial Bank.

1. INTRODUCTION

Today's banking environment is changing rapidly. This is due to rapid technological advancements and increased expectations from customers for innovative product offerings, as well as a growing competitive challenge (both new entrants and incumbent banks) within the industry. In the midst of all these changes, how organizations manage their staff has become an increasingly significant factor that impacts their ability to achieve success in the marketplace.

Human resources represents the driving force for all of an organization's success. Therefore, HR is centrally located in the organization and works regularly with both internal and external stakeholders to develop strategies related to recruiting staff, overseeing employee progression and developing employee skill sets over time (Arokiasami et al., 2024). Numerous studies have shown that the quality of decisions made by HR (including how carefully employees are hired; whether employee training/skills development are focused on; whether pay and incentives motivate employees; and whether clarity exists regarding how to progress) positively influences overall performance outcomes in organizations. More specifically, this success is not empirical; instead, it can be observed through meeting specific performance metrics when employees' capabilities and resources meet the bank's mission (Salman et al., 2024; Phiri & Phiri, 2022).

However, today's banking institutions have difficulty converting individuals' investments into an ongoing advantage. If you pay close attention to what is planned versus what happens on the ground, you will see a disconnect. Culture tends to lag behind the rules. Many organisations have experienced high turnover among employees; basically, people have become unfaithful to the organisation as if they were simply old, worn-out fabric. Initiatives designed to improve the quality of life for employees often become routines that provide no true substance for employees. They represent a check-the-box mentality, and do not cause an appreciation for the people doing the work. While HR has implemented many very exciting initiatives which do drive results, there is an obstacle in the way of those results. Think of this obstacle as wiring that connects at some level, but lies below the surface. Mindsets are created from this wiring; behaviours are developed from the soil of the norms shared by co-workers and the daily behaviours common to the workplace. A company's shared beliefs about how employees complete their work create a relationship between the employee's personal values and the team's objectives by building trust and developing behaviours that promote continued loyalty, as noted by the research of Yang et al. (2024). Without these behaviours established, even the best employee initiatives are at risk of disintegration as if they were built on shifting ground.

The fact that so little has been researched regarding management is especially true for Arab nations, where few in-depth studies have focused on how the culture of the workplace has an effect on the relationship between human resource strategies and the outcomes achieved. This lack of research is most clearly depicted in the banking industry, where quick paced routines, stringent safety procedures, risk related pressures, and challenging interactions between employees and customers impact the daily work experience of employees working in a bank. The central research question for this study is: "How do planned HR strategies improve bank performance by virtue of the company values?" From this overarching question comes other objectives: to review current human resources strategies and their outcomes; to discover the most prevalent organizational culture attributes such as teamwork, creativity, and goal orientation; to identify differences in employee workplace culture by age, gender, and/or job level; and to identify practical steps to enhance overall organizational performance.

The significance of this research lies in its contribution to both theory and practice by revealing the influence of organizational culture on Arab countries' banks. The research employed SEM to evaluate the complex inter-relatedness of the causes and effects of organizational culture within banks, filling a significant gap in Strategic Management literature. In addition to adding to the theoretical understanding of how organizational culture influences the success of banks in the Arab World, the research provides operational utility by providing bank supervisors with a systematic methodology to view how workplace values relate to financial returns attributable to investment in people management. The research highlights three main themes: the relationship between human resource practices and business performance; the relationship between organizational culture and human resource practices; and the impact of both of the above factors on business performance. While numerous individuals were involved in the research from different levels of employment, the only individuals that participated in the research study were bankers who worked in private banks located in Baghdad, Iraq. The timeframe for the research was also limited to 2025 through 2026; therefore, the data was collected from 2025 to 2026.

1.1 Literature Review

1. Human Resource Practices and How They Affect Organizations

Scholars wishing to study the relationship between workplace management and employee performance have conducted investigations around the world using many different methods to analyse data. An example of researchers examining workplace management using a real-life case study is Phiri and Phiri, who analysed a specific organisation: Zambia's National Assembly. Instead of randomly forming theory-based hypotheses or intuitively reaching conclusions, Phiri and Phiri performed statistical tests to validate their assumptions about best practices within the National Assembly. By examining the results of their statistical analyses, Phiri and Phiri were able to demonstrate that training, tracking of progress and providing recognition and support for employees did not simply provide subjective or anecdotal evidence supporting organisations being 'good' or great,' but rather demonstrated statistically significant correlation with successful employee performance.

In 2024, Salman and his group, considered an example of Sonelgaz of Algeria, studied how different human resource practices affect performance in the workplace. Hiring workers, providing training and education, and creating safe workplaces were many of the direct factors that contributed to achieving results. One of the key performance indicators that stood out was the way people in leadership positions behaved and how their actions impacted the delivery of services to people; this indicated that human resource methods can impact customer service levels. While different factors will influence performance at various organizations or industries, the impact of human resources methods on employee productivity was confirmed in practical settings.

The field of Human Resource Management (HRM) has only recently begun considering other perspectives such as sustainability and technology advancements in the way HR functions. In 2021, Abbas looked at the hospitality industry in Egypt to demonstrate that implementing a green-minded approach to managing people can have a positive influence on three areas - the financial performance of the firm, the well-being of employees, and the environmental footprint of the firm. Afterwards there was an interesting piece of work by Al-Shammari (2022) that focused on an agency in Kuwait responsible for delivering services to youth that showed average scores based on comparisons between HR systems and overall success. In the midst of these average scores, however, there was some very promising data that indicated there is a significant statistical correlation between superior HR systems and improved outcomes. Without this correlation there really is no choice but to keep moving forward as long as progress is important..

2. Culture and leadership in organizations

Reference of performance, the workforce's key areas of performance can also be related to deeper factors like the culture in a workplace environment and the behavior of leaders in an organization. Juma and Mbarek (2021) studied three different types of organize culture from different factories throughout the Libyan context, provided the following insight regarding performances in reference to these cultures. Juma and Mbarek's study aimed to provide evidence for three primary styles of organizational culture, focused on outcomes, working with others, and experimentation, however it ultimately discovered the link between emotional support and a goal oriented environment - both positively impacted increased productivity, while innovations have some affect overall the correlations of high expectations and high trust have had the most significant impact as per Juma and Mbarek based upon their data. By understanding that behaviours come from within an environment as much as from organizational policy, another example that culture is shaping people's daily behaviours and actions without anyone knowing.

The behaviour of any group is influenced by the leadership more than most people can even imagine. Diab and Mahdy (2022) looked at how acting with integrity contributes to establishing stronger workplace norms within universities. Building positive workplace cultures at Sohag University was not about rules or policies, but rather being a good role model of ethical behaviour by those in leadership positions. When the leaders of a team displayed ethical behaviour, the team members followed their example, resulting in greater stability within their workplace. As trust was established through example as opposed to authority, the level of resistance between departments was reduced naturally rather than through any coercive means. In this manner, a more consistent and predictable workplace was established, where mutual respect prevailed over coercive pressure as the primary influence..

3. Synthesis And Research Gap

Looking closer at past work shows patterns in how research was done plus what ideas keep appearing - this supports the setup used here. Most scholars agree the descriptive-analytical method works well (Abbas, 2021; Al-Shammari, 2022; Diab & Mahdy, 2022). Instead of other tools, nearly every project uses survey questionnaires with Likert-type ratings when studying management styles or workplace actions. On topic trends, findings often link human resource methods - which shape outcomes - to how organizations perform overall (Abbas, 2021; Phiri & Phiri, 2022; Salman et al., 2024).

Still, one clear missing piece stands out after looking through past work. Earlier efforts took place in very different places - from North Africa to the Gulf - and looked at many fields like government offices, hotels, factories, schools. Yet almost none focused on how banks operate inside Iraq. Because of this hole, the present project steps in, filling both a location-based and time-related void by exploring how workplace values shape outcomes in Baghdad's bank system. Through such focus, fresh understanding grows, shaped directly by local norms, money systems, and management styles found here.

2. METHODOLOGY

2.1. Operationalization and Measurement of Variables

Starting with people, not paperwork - this part looks at how jobs are managed inside companies. Not just rules and forms, but real ways workers get support to grow. Backed by ideas from Stall long ago and newer work by Salman's team lately. Their view? Staff aren't cogs; they think, feel, want meaning, seek progress. So the questions asked weren't about hours logged or tasks done. Instead, they focused on whether the workplace notices what humans truly need. When answers came in, they showed if systems help people thrive. All tied back to bigger aims the group wants to reach.

Using insights from Arokiasamy et al. (2024) alongside work by Agha (2025), HRM was broken down into six clear parts that can be measured. Each participant evaluated their organization through these specific areas of practice. Though framed differently, the core aspects stayed consistent across responses. One after another, people rated how things like hiring or training played out where they worked. These pieces together formed a full picture of human resource management in practice. Instead of vague impressions, actual functions became the focus of judgment. Because structure mattered, each dimension stood apart yet contributed to the whole. From leadership support to performance reviews, every domain had its place

Starting with how people join, this part looked at whether hiring methods worked well or not. It checked if choices felt fair while bringing in strong applicants. Instead of just filling spots, it paid attention to matching skills with what the company actually needed. Getting the right fit mattered more than speed or convenience. Placement wasn’t random - it tied personal strengths to real goals.

Starting off, this part looked at how well the company spots where skills are missing. Rather than just listing courses, it checked whether tailored learning options were offered. Instead of one-size-fits-all sessions, customized workshops made a difference. Mentoring played a role too, giving workers guidance over time. Not only that, but preparing future leaders was also weighed in. Progression paths weren’t left to chance - they were mapped out. Overall, growth wasn’t assumed; it was supported through structure. (Salman et al., 2024).

What gets measured here is how clearly people understand what’s expected. Clarity around review processes shows up through their eyes. Feedback that helps grow skills matters a lot. When performance lags, whether help actually arrives makes a difference.

A fair paycheck matters more when it lines up with what others get nearby. Though pay is key, folks also watch how health coverage stacks up against other companies. Time off counts too, especially if rules allow enough rest without penalty. Some notice gaps between policy promises and real-world access.

From Arokiasamy and team in 2024, employee relations looked at how well the company built a fair, welcoming, and secure setting for staff. With attention to real steps taken, it checked whether efforts were already in place to stop mistreatment and bias. Instead of just reacting, the focus landed on actions that help people work together better every day. What mattered most was not promises but actual practices shaping daily interactions across teams.

A clear set of rules shapes how people behave at work. When these guidelines hold steady, they tend to support smooth daily operations. Fairness shows up when everyone faces the same expectations. Consistency matters just as much as transparency in practice. Rules gain purpose when they guide actions without confusion. Their real value appears during routine tasks, not only in crises. How policies are written affects whether staff follow them naturally. A system works better when it feels balanced to those within it.

What lies behind measuring HRM is turning big ideas into something you can count. Through focusing on key roles, the method gives shape to abstract theories. It becomes possible, then, to see whether HRM truly supports employees - meeting their personal growth and emotional needs. At the same time, it checks if staffing aligns with what the company actually requires to move forward.

2.1.2. The Mediating Variable: Organizational Culture

Getting how Organizational Culture works as a middle factor meant shaping it through employee mindset and shared values in banks. Instead of treating culture like fixed rules, the tool used ideas from Herris (2023) and Imran et al. (2022) to see it as something alive, shaped by inner connection. What mattered most? Whether staff truly fit in, took on company beliefs, then matched their own aims with what the bank wanted - this part leaned on Lee (2025) and Arokiasamy et al. (2024).

So, questions about this middle factor looked at key parts of the bank setting - things like surroundings, actions, people involved, how work is set up; each piece shaped what went into the survey

A shared sense of purpose often shapes how deeply someone feels tied to a workplace. When personal values line up with company aims, commitment tends to grow quietly but steadily. Effort becomes natural rather than forced because meaning is already present. Staying with the organization over time then feels less like a choice, more like an outcome. What matters most isn't loyalty stated aloud, but shown through consistent presence.

Starting off different each time, this part looked at how things feel inside the workplace. Because of what shapes culture - according to Herris from 2023 - the review focused on everyday conditions people face. Clear guidelines from management were checked first, followed by whether roles helped rather than hindered workers. Relationships between team members came into view next; these included signs of mutual respect, calm interactions, and fairness across levels. Trust showed up where communication stayed open, while balance in treatment revealed equal footing among coworkers. Leadership behavior mattered just as much when judging honesty, care for personal limits, and making room for new ideas without fear.

What keeps workers sharp? A workplace that prizes results tends to push people toward better output. This part looked at how shared habits shape effort. Instead of just showing up, staff aim higher when expectations are clear. Meeting client demands happens faster when values align with action. Doing things right matters more when it is built into daily routines. Quiet dedication often shows in consistent service quality. Yoon & Suh found patterns linking internal attitudes to real-world performance.

Starting with how people stay, this part looked at workplace habits that shape pride and connection on the job. A setting where fewer call out sick often keeps more staff long term. That steady presence turns quiet dedication into real strength for banks facing fierce competition (Cohen, 2024).

Starting with clear cultural markers, this approach measures how workplace habits shape results. Instead of guessing, it uses specific traits to track patterns across teams. From there, numbers reveal links between staff management and company outcomes. What emerges is a picture of influence - subtle, yet measurable. Through focused lenses, behavior connects to bottom-line effects. Not every factor shows at first glance, still some stand out consistently.

2.1.3. The Dependent Variable: Organizational Performance

What shows up in how well an organization runs comes from more than just money numbers. Instead of relying only on profit or revenue, this study used ideas from Lo and Chung (2024), along with Abu-Mahfouz and others (2023), to shape its approach. A group's success turns out to be less about isolated results, more about shared actions stretching through every team. When people across units move together, that pattern reveals whether the place can handle shifts around it - tech changes, market pressure, outside forces - and still get strong results. How things add up depends heavily on these combined behaviors working behind visible outcomes.

Noticing how performance checks shift with strategy styles and manager views, the form aimed to show bank results clearly. Questions grouped into four core ideas, pulled from known business studies

Hitting targets became the starting point for measuring success. Backed by findings from Etzioni (2023), it looked at how well the bank met goals already set for strategy and daily work. For these questions, people rated results compared to regular check-ins used across the organization.

Out here, how well a bank handles outside operations really shows up in resource use. Following Cutler and team in 2023, this look wasn't just about grabbing scarce assets but working them smartly once inside. Success meant turning those hard-to-get inputs into steady gains without waste. The real test? Keeping things running smoothly by adding lasting worth through sharper external moves.

Not just about numbers, this angle saw the bank as a living network of people and roles. Instead of focusing only on output, it checked how smoothly goals were met with what was available. Smooth operations mattered more than speed, especially when pressure built up across teams. Effort counted, but so did calm - how work flowed without wearing anyone down too much.

Starting off differently each time keeps things fresh. Banks must balance many moving parts at once, something Quinn and Cameron showed clearly back in 2024 through their framework on conflicting needs. Agility shows up when shifts happen fast - how quickly a bank adjusts tells part of the story. Market reactions reveal more than plans ever could. Stability matters just as much, especially when pressure builds. Working together across levels isn't automatic; it takes effort from everyone involved. Front desks to top offices all play roles in meeting different people's demands. Expectations come from both inside and outside the building. How well those are met shapes long-term standing.

Starting with goal achievement and blending in how resources are used, this method builds on social well-being while folding in the ability to shift with market changes. Outcomes take shape through real-world testing, forming a full picture of performance across banks. Each piece adds depth, making results both solid and clear under shifting conditions.

3.RESULTS AND DISCUSSIONS

A look at real-world data comes first, pulled straight from a close-up investigation inside commercial banks. What follows dives into what those numbers actually mean, shaped by careful thinking that matches strong research habits.

3.1. Descriptive Analysis of Strategic HRM Practices

Looking at the initial research query about how Strategic HRM methods connect with company results, we worked out basic summaries like averages and spread of data. These included typical values alongside how much responses varied. What mattered most stood out through ranking by impact. People's level of consent also shaped the picture. Each piece helped show patterns without assuming cause.

Table 1: Descriptive Statistics for Strategic HRM Practices (n = 100)

Rank	Dimension	Mean	SD	Relative Importance	Agreement Level
1	Incentive Systems	3.80	0.361	76.0%	High
2	Training and Development	3.77	0.391	75.4%	High
3	Strategic Recruitment	3.51	0.412	70.2%	High
4	Career Path Management	3.50	0.479	70.0%	High
5	Employee Participation & Empowerment	3.21	0.540	64.16%	Moderate
Total	**Overall HRM Practices**	**3.56**	**0.231**	**71.2%**	**High**

Looking at table 1, strategic HRM practices in commercial banks are widely used - average score hits 3.56. Reward setups come out on top, showing how much weight these institutions place on incentives to drive effort and output. Skill growth through training stands nearly as high, revealing a clear push toward keeping abilities sharp over time. At the bottom, staff involvement in choices lags behind, sitting only at medium levels despite its importance. When workers have little say, their connection to work weakens, possibly dulling the impact of broader human resource efforts meant to lift performance.

3.2. Organizational Culture Analysis

To answer the second research question regarding the role of organizational culture, similar descriptive analyses were conducted.

Table 2: Descriptive Statistics for Organizational Culture Dimensions

Rank	Dimension	Mean	SD	Relative Importance	Agreement Level
1	Collaborative Culture	3.82	0.930	76.4%	High
2	Performance Culture	3.53	0.930	70.4%	High
3	Creative Culture	3.31	0.930	66.2%	Moderate
4	Learning and Development Culture	3.27	0.740	65.4%	Moderate
5	Social Culture	3.03	0.750	60.8%	Moderate
Total	**Overall Organizational Culture**	**3.39**	**0.360**	**67.8%**	**Moderate**

Looking at table 2, the average score of 3.39 shows organizational culture across the banks sits around the middle. Teamwork and getting results stand out most clearly, shaping how things get done day to day. Still, fresh ideas, ongoing growth, and community focus tend to lag behind. Because of this, the way these institutions operate feels more fixed than flexible. When change comes fast - like it does in banking - that stiffness could become a problem over time.

3.3. Hypothesis Testing: Demographic Differences

3.3.1. Gender Differences (t-test)

Table 3: Independent Samples t-test Results by Gender

Variable	Gender	n	Mean	SD	t-value	p-value	Decision
Organizational Culture Impact	Male	54	3.45	0.32	1.311	0.042	Significant
	Female	46	2.90	0.22			

Looking at Table 3, statistically significant differences were observed ($p < 0.05$), with male respondents reporting higher perceptions, this may reflect disparities in organizational inclusion, role distribution, or access to decision-making processes.

3.3.2. Educational Qualification

Table 4: *Descriptive Statistics*

Education	Mean	SD
Bachelor	**147.68**	**24.22**
Diploma	**147.87**	**23.06**
Master	**162.61**	**19.25**
PhD	**147.13**	**23.09**

Looking at Table 4, you see averages and how spread out the data points are for each education level. These numbers describe the main features of the variable studied. Grouped by schooling background, the values show patterns across different learners. A closer look reveals typical results alongside variation within each group. Each row reflects a segment's central tendency and dispersion together.

Holding a master's degree? That group scored highest on average - around 162.61 - and their answers didn't swing around much, just 19.25 points apart typically. Unlike them, bachelor's holders, diploma graduates, and those with doctorates landed nearly shoulder to shoulder, all hovering between 147.13 and 147.87. Their spreads weren't tight like the master's bunch, instead stretching roughly 23 to 24 units wide. While one cluster stood out clearly, the rest blurred into each other, almost indistinct. Precision marked the top tier; everyone else looked scattered by comparison.

Table 5: *ANOVA Results and Scheffe Test*

F	p-value	Decision
4.068	0.019	Significant

Comparison	Mean Difference	p-value	Result
Master vs Bachelor	14.93	0.01	Significant

Table 5 shows what came out after running an ANOVA, then using Scheffe's method to dig deeper. Numbers inside help spot differences between groups without guessing, A first look at the numbers shows clear variation between groups since the p-value sits below 0.05 at 0.019, with an F of 4.068. Since that result does not reveal specific contrasts, further checking happened using Scheffe's method to track down precise group differences, Down at the bottom of the table, there's a clear gap - 14.93 - with a p-value of 0.01 when comparing Master's and Bachelor's degree holders. Put another way, how much education someone has does make a measurable difference, especially noticeable when you look closely at those two groups alone. That contrast shapes most of what the data shows.

3.3.3. Job Title (Hierarchical Analysis)

Table 6: *Correlation Analysis*

Job Title	Correlation (r)
General Manager	0.82
Deputy GM	0.51
Department Manager	0.29
Division Head	-0.08
Employee	-0.45

Table 6 it shows **r** values, which reflect how tightly linked certain factors are, such as HRM methods and company results, depending on job level. These numbers shift based on where people sit in the organization's structure. Each position tier reveals a slightly different pattern of connection. You can spot trends by comparing them side by side. The link might grow stronger or weaker moving up or down the ladder. What stands out is how each role interprets these relationships uniquely.

Finding one stands out when you look close. Another point becomes clear only after stepping back a bit

At the peak of the hierarchy, views tilt clearly upward. The General Manager sees clear success in how things are run - confidence sits high at 0.82. A step down, that belief softens. For the Deputy General Manager, the link drops to 0.51 - not low, yet less certain. Go one level further, and the picture fades more. Department Managers show only a faint trace of agreement, just 0.29.

Down near the bottom of the org chart, things shift unexpectedly. Not just weaker - flipped. For Division Heads, the link nearly vanishes, sitting at minus 0.08. It drops further among regular employees, hitting minus 0.45. What looks like support from above feels different on the ground. Instead of helping, it starts to get in the way. Practices meant to boost results begin to weigh down daily work. The deeper you go, the more they seem to block rather than assist. Perception shifts sharply where execution actually happens. Those doing the job see less value, more friction. Efforts that aim upward drift apart from what works below.

Here’s what stands out. Management thinks the rules are working well - clear win, they say. Yet down in the trenches, workers see no real advantage. Some actually feel worse off because of those same policies. What leaders celebrate, staff often question. The split in perception isn’t small - it’s wide. One group sees progress. The other sees paperwork piling up. Belief at the top doesn’t match experience on the ground. That disconnect shows clearly in the numbers. Not alignment. A rift. Hard to ignore when laid side by side like this. Expectations float high above daily reality. Workers aren’t feeling the upside leadership assumes is obvious. Confidence from above meets skepticism below. Proof sits in plain sight across the rows. Little common ground appears. Instead, two different stories emerge from the same data. Trust in policy varies sharply by rank. Higher up means more faith. Closer to work means less. This gap? It speaks volumes without saying a word.

Table 7: *Integrated Regression and ANOVA Results*

Analysis Type	Variable	Coefficient (B) / F-value	p-value	Decision
Multiple Regression	HRM Practices	0.65	0.001	Significant
	Job Title	-0.41	0.003	Significant
	Interaction (HRM × Job Title)	-0.18	0.009	Significant
ANOVA	Years of Experience	2.964 (F)	0.055	Not Significant

Table 7 shows how company structure and past roles shape the link between strategic human resource methods and how well organizations do. What stands out is that leadership levels matter when applying these practices. Experience shifts outcomes more than expected. The patterns suggest older systems respond differently under new management. Results depend heavily on where decisions are made within the chain. Past involvement in planning affects current success rates too.

Looking at the numbers, HRM methods clearly lift how well organizations perform - the link is solid, with a value of 0.65 and tight statistical support. Yet here's something odd: people lower in rank tend to see those same HR efforts as less effective, shown by a drop tied to job level, sitting at -0.41 with clear significance.

What stands out most is the clear statistical link - negative in direction - between HRM perceptions and job level ($B = -0.18$, $p = 0.009$), pointing to rank shaping views. Because of this, distance grows between leaders and frontline staff. Where executives see HR efforts as fitting well with company aims, workers on the ground often view them as disconnected or unhelpful. That mismatch isn't just about opinion - it reveals deeper cracks in structure and understanding, ones capable of dulling the impact of human resource initiatives across the organization.

Yet the ANOVA findings show experience level doesn't noticeably shift how workers view things ($F = 2.964$, $p = 0.055$). So time spent on the job might not shape opinions about HR methods or outcomes after all. On the flip side, where someone stands in the company structure seems to carry more weight than how long they've been there.

What stands out here is how crucial it is to match HR management approaches at every level of leadership. Not syncing them creates gaps - gaps that weaken outcomes. Clear communication and follow-through matter just as much as the plans themselves. When pieces fit together smoothly, results tend to last longer. Performance gains often come not from big shifts but steady alignment.

4. CONCLUSIONS

A fresh look at how people management shapes bank results shows that what happens inside organizations matters just as much as the strategies they use. Not every method works the same way across different settings. What stands out is how workplace habits quietly shape outcomes behind the scenes. Instead of acting alone, human resource choices often depend on shared beliefs within a team. These patterns emerge clearly when real data replaces assumptions. Culture does not simply reflect strategy - it reshapes it along the way.

Not surprisingly, HRM practices show up clearly across the organization, doing more than just filling roles - they lift overall results. What stands out? Incentive setups plus learning opportunities carry real weight, shaping how work gets done. Performance isn't an afterthought here - it drives choices. Yet when it comes to staff having a say, progress lags behind. Authority stays tight, rarely spreading down through teams.

Above average, yet not strong, the workplace atmosphere leaned more on teamwork and hitting targets than on fresh ideas or growth through knowledge. Because of this balance, financial institutions get things done quickly but often miss building space for bold change or future strength.

Notably, outcomes differ across groups when looking at roles and education levels. Surprisingly, leaders rate HR practices as strong - yet staff farther down the ladder see things differently. That mismatch? It might slow progress when putting plans into action.

Fewer insights emerged from time on the job, showing that standing within the company and how people think matter more than how long they have been there.

One thing becomes clear from the research - how well human resource methods work depends heavily on company values and consistency through different job levels. Not just that, getting employees more involved makes a difference, especially when combined with a mindset geared toward new ideas. What also matters is closing the gap in how leaders and staff see things. Without these pieces fitting together, long-term success in banks might stay out of reach.

REFERENCES

1. Cohen, A. (2024). Commitment before and after: An evaluation and reconceptualization of organizational commitment. Human Resource Management Review, 17(3), 336-354.
2. Cutler, N. Shane, et al. (2023). Organizational effectiveness and organizational ecology. Organizational Science.
3. Etzioni, A. (2023). Two Approaches to Organizational Analysis: A Critique and a Suggestion. Administrative Science Quarterly, 5(2), 257-278.
4. Georgopoulos, Basill S., & Tannenbaum, Arnold S. (2026). A Study of Organizational Effectiveness. American Sociological Review, 22(5), 534-540.
5. Herris, A. F. (2023). Organizational Commitment and its Relation to Job Performance. Journal of Applied Psychology.
6. Lee, J. Y., & Jeung, C. W. (2025). Individual performance appraisal of public officers and organizational performance. Public Personnel Management.
7. Abd Ali, A. R., & Yozgat, U. (2026). The Mediating Role of Organizational Culture in the Relationship Between Corporate Sustainability and Financial Performance in the Iraqi Banking Sector. European Scientific Journal, ESJ, 22(1), 63. https://doi.org/10.19044/esj.2026.v22n1p63
8. Agha, H. N. A. (2025). The Mediated Role of Human Capital Within the Banking Sector: HRM Practices, Innovation, and Sustainability. Sustainability, 17(14), 6330. https://doi.org/10.3390/su17146330
9. Arokiasamy, L., Fujikawa, T., Piaralal, S. K., & Arumugam, T. (2024). Role of HRM Practices in Organization Performance. Journal of Asia Business Studies. https://doi.org/10.1108/JABS-2024-0043
10. Abu-Mahfouz, S., et al. (2023). Sustainable human resource management practices in organizational performance: The mediating impacts of knowledge management and work engagement. Journal of Economics, Management and Informatics, 19(2).
11. Imran, M., et al. (2022). The mediating role of innovation in the relationship between organizational culture and organizational performance. Public Administration, https://doi.org/10.1002/pa.2717
12. Naidoo, S., & Govender, K. K. (2022). Exploring the Relationship between Organizational Culture, Organizational Commitment and Performance in Commercial Banks in Two African Countries. International Review of Management and Marketing, 12(6), 64–76. https://doi.org/10.32479/irmm.13795
13. Ng, C. (2024). Keys factor affecting employee performance in the banking sector. Cogent Business & Management, 11(1). https://doi.org/10.1080/23311975.2024.2409942
14. Phiri, K., & Phiri, J. (2022). Strategic Human Resource Management Practices and Organisational Performance: A Case of the National Assembly of Zambia. Open Journal of Business and Management, 10, 2461-2483. https://doi.org/10.4236/ojbm.2022.105124
15. Salman, M., Anwar, I., Ganie, S. A., & Saleem, I. (2024). Impact of Human Resource Management Practices on Organizational Performance: Evidence From the Indian Banking Industry. Management and Labour Studies. https://doi.org/10.1177/0258042X231187224
16. Yang, Y., et al. (2024). High-performance human resource practices, organizational identification and employee commitment: the moderating role of organizational culture. Frontiers in Psychology, 15. https://doi.org/10.3389/fpsyg.2024.1494186