



Impact of Human Resource Management Practices (HRM) on Organizational Performance: with Mediating Role of Employee Performance in Private Universities in Eastren Zone Nangarhar, Afghanistan

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ABSTRACT

In this study, the private sector universities in Nangarhar, Afghanistan, will be used as a case study to examine the link between HRMP and organizational performance, with an emphasis on the mediating role of employee performance. Drawing on existing literature and empirical evidence, the study creates theoretical frameworks and examines the empirical findings from various institutions. The research discovers how HRMP, Organizational performance is influenced by a number of factors, including as hiring/selection, training & development, performance reviews, pay, & employee relations. Likewise, the study examines the mechanisms through which employee performance mediates this relationship. The study employs a quantitative analysis with the data collection on questionnaire method. The findings contribute to theoretical understanding by explaining the ways through which HRMP impacts organizational performance, highlighting the key role of EP as a mediator. Additionally, offering insights for HR specialists to optimize HRMP for enhanced organizational performance. Ultimately, the study underscores the Significance of strategic H-R-M in driving organizational Enhancement and offers paths for upcoming research to investigate deep into this dynamic relationship.

Keywords: HRMP, Organizational Performance, Employees' Performance, Eastern Zone, Nangarhar

INTRODUCTION

After realizing that it is people, not institutions, who make relationships productive, corporate and expert networks focused on and recognized the importance of Human Resource Management Practices (HRMP). Accepting that HRM is a relatively new concept would not be supported. This kind of personalized administration is at a high level. to ensure that the specialized divisions may undertake authoritative aims via personnel, HRM is now much needed. For advancement, associations have continuously prioritized a strong HRM framework. As a result of skepticism, fright, or a absence of indulgent of the importance & dedication of H_R_M deeds, few firms were able to establish separate, autonomous HRM departments. Ensuring authoritative accomplishment via a knowledgeable and motivated workforce is the primary objective of human resource management. Enlistment & determination, preparation & expansion, effecting assessment, vocation assembling framework, worker interest, & compensation context are examples of comprehensive procedural HRM practices that make this possible. According to Ulrich (1997), HRM frameworks may be the primary source of benefits from new freedoms. Sett (2004) argued that the growing use of HRM methods has coincided with the globalization of the South Asian frugality.

The concept of H_R_M has garnered a lot of devotion and glinted heated deliberation among professionals & scholars. The importance of HRM has been discussed extensively, yet there isn't a single, extensively accepted designation for the concept. Writing offers a variety of definitions; some compare personnel management (PEM) with human resource management (HRM), while others express a wide range of concepts. However, the last idea's philosophy and practices provide fundamentals for HRM's style of thinking and doing things. Naturally, faculty management applications on a variety of tasks that relate to the accumulation and progress of labor in order to satisfy the association's speedy & short-term needs. Enrollment, perseverance, rewards, preparation, compensation, and other activities are viewed as separate personal abilities. HRM refers to the integration of all workforce capabilities into a unified system. Additionally, it treats employees by way of personages by managing their delicate records & occupational activities, but it also considers the entire association as a point of convergence for the study. H_R_M is a well-organized & rational strategy for managing employees in a company that works both independently and together to accomplish goals. HRM is a collection of logical and philosophically grounded tactics, principles, and approaches. The main focus of HRM is on four perspectives, such as a particular set of beliefs and assumptions, important push-telling choices about HRM, the crucial backing of line leaders, and the use of a number of switches to define company relationships (Story, 1989).

By highlighting the differences between human and material assets, Legge (1995) presented HRM as being in the light of both harsh and delicate viewpoints. The hard point of view emphasizes business procedures as quantitative and calculative components of human resources, similar to other financial components. According to Story (1987), human resources are a factor of production, and their handling is similar to that of the variable cost of collaboration. According to Guest (1987), the delicate perspective is a competitive advantage-focused approach to selecting talented, committed, and flexible workers. Human resources are viewed as a clear asset that turns the components of creativity into riches. Along these lines, the focus is on acquiring as it has long demonstrated a competitive edge to credible authority, suitable inspiration, & operative communiqué, as well as by capitalizing in persons via preparation and enlargement. "HR need be characterized by what that distributes, not by what it does." Ulrich, David. A fundamental and important area of research has been the influence of HRMP practices on organizational enactment in different industrialized economies. In the past, researchers focused on how HRM practices affect financial performance, attrition, and organizational success (Choi, 2010). In any event, this area in Afghanistan continued to be ignored. According to Sett (2004), since the mid-1980s, when the economies of the majority of South Asian countries began to grow, the ventures have seen subjective modifications, making it essential for the district to have a comprehensive method for handling supervise persons. Given the encounters sat by globalization to achieve success in financial & economic operations, HRM was adopted in Afghanistan. Nevertheless, HRM appropriation in Afghanistan is still in its infancy. HRM is another central perspective to acquire an advantage for associations other than cost reduction, quality improvement, and increasing item usability. It is suggested that H_R_M_P practices are important exercises for an association, and they are linked to a number of execution metrics.

Given the reputation of these rehearses for the associations, the following intentions were created for the study: first, to determine relationship Btw various demographics & perceived organizations; second, to test the bond between H_R_M practices and the seeming and financial enactment of universities. Lastly, to recommending that colleges prioritize HRM practices in order to enhance the Organizational Performance Index.

Few studies have looked at how HRM practices affect employee performance as a mediator at private sector universities in Nangarhar, Afghanistan, despite the fact that quite a lot of studies have demonstrated the link & power of H-R-M applies on legislative recital. By fostering a happy work environment that also improves organizational performance,

the study actually closes the gap left by earlier research. Researching the effects of HRM practices and ways to improve organizational performance is important.

Finally, emerging countries like Afghanistan must understand the dedication of different components and the strength of their influence on authoritative execution. Afghanistan's economy is gradually transitioning from agriculture to mechanical, and as a result, it is experimenting with the commitment of different elements, such as HRM techniques, to organizational performance.

LITERATURE REVIEW

Organizational Performance (OP)

Various indicators of executive enactment have been used in literature. For instance, Delany and Huselid (1996) used perceptual proportions of organizational performance; Terpstra and Rozell (1993) used monetary measures, such as benefit and monetary proportions; Black and Lynch (2001) and Cappelli and Neumark (2001) used the value added or sales of the association per employee; and Arthur (1994) used physical measures of organizational productivity. One disadvantage of a perceptual metric, according to Singh (2004), is that it is quite subjective when evaluating organizational performance and identifying a rival relationship. In order to develop monetary execution pointers, In regards to overall at the individual and organizational levels, HRM managers were supposed to evaluate their own organization's performance against prior years. Fiscal statistics that were disseminated provided this kind of data. The assumption that HRM may be a significant source of differentiation is supported by the fictional work on the firm's asset-based orientation. Additionally, it argues that substantial assets might lead to manageable competitive advantages. The asset-based argument states that such assets of major worth are becoming more accessible to nearly everyone, everywhere, and are simple to duplicate, particularly in contrast to complex systems of society as HRM Ulrich and Lake (1990). Hamel and Prahalad (1994) suggested that center capabilities are usually people-embodied skills, and some authors, including Pfeffer (1994), Snell et al. (1996), and Wright and McMahan (1992), have argued that the human resource framework may be a better source of center abilities that can generate manageable competitive advantages. HRM practices affect workers' behavior, skills, knowledge, motivation, and working habits, which in turn affects corporate performance. Huselid and Delaney (1996). Numerous writers have looked at the connections between organizational market performance and individual HRM practices. Young and associates. (1996) found that there was a clear correlation between HRM systems and several aspects of an organization's market success. Improved HRM practice execution directly affects the association's market success (Singh, 2004). In order to make this study thorough, the organizational performance variable is used to assess both market performance and organizational internal features.

(EP) Employee Performance

Employee performance refers to the amount and caliber of work that is expected of each employee. These guidelines serve as the basis for assessing productivity. Campbell's (1990) career achievement premise states that achievement is defined as an individual's behavior or activities that affect the company's goals. Positive or negative, this behavior may be given as part of the employment or outside of the parameters of the obligations stated. Likewise, three categories regarding performance were identified by Porter and Lawler (1968). One is to figure out how many sales and manufacturing rates there are over a specific time frame. The second category of performance evaluations and measurements includes evaluations of persons by those aside from the one that participates in the context of performance. The third method of assessing and evaluating performance is assessment purposes. Therefore, it was demonstrated that using self-examination and self-appraisal procedures helped professionals actively participate in setting their own objectives. Employee performance is increased by a number of factors, including the workplace,

management feedback, emotional intelligence, and staff training and development. Peter Hosie, Peter Sevastos, and Nick Forster (2004). There are a lot of rivals in today's market and organizations in every field. Thus, this has a detrimental effect on workers' comfort and health. This leads to a problem that costs businesses a lot of money (MacDonald, 2005). For working individuals, the existing social structure poses a number of challenges, such as balancing job, family, and life satisfaction. The current situation calls for effective HRM practice implementation (Cooper and Robertson, 2001). Today, the workforce has evolved from a competitive advantage to a need for every organization. Edgar and Geare (2005) noted that different HRM approaches have an impact on employees' attitudes toward business. Additionally, they assume that HRM methods will benefit both businesses and employees. Employees' performance was likely to be stimulated by directors who supported their professional growth and career progress, upheld subordinates via skillful improvement, and provided performance evaluation. They also said that every corporation should understand the relationship between HRM and employee happiness as investments in human resources development might have significant and beneficial effects on the company's success (Wan, 2007). Huslied et al. (1997) discovered a crucial link between business performance and HRM practices. They went on to explain how HRM methods improved employees' business-related and competent performance. It has been suggested that human office activity has a significant role in employee behavior and influences hierarchical dynamics (Hesketh and Fleetwood, 2006). According to research by Seeck and Parzefall (2008), employees who actively participate in establishing business The incredibly management-oriented attitude usually does not view ties as only reacting to corporate activities. HRM practices provide companies an edge over others. The capacity of a company to attract and retain skilled employees who could be inspired to produce outcomes is enhanced by successful administration of human resources. This technique leads to increased revenues, reduced staff turnover, improved quality of goods, reduced manufacturing costs, and faster identification and implementation of business goals. This can give the association a number of competitive advantages, particularly when rivals lack the best personnel (Schuler and MacMillan, 1984). Even when a variety of human resource policies are in place, unionized workplaces have lower employee turnover rates than nonunion workplaces (Batt et al. 2002). The findings that HRM practices for both administrative and non-administrative employees are viewed as fundamentally linked to business success are corroborated by Fey and Bjorkman (2001). Furthermore, performance is improved when management and staff development are combined with frameworks for group performance compensation for non-administrative staff. Guest (2002) noted that workers benefited from investments in HRM techniques, and that employees' level of commitment increased when HRM procedures were legitimately used. He went on to say that H-R-M was only focused on members' real-world applications. Positive associations were found in studies looking at the link involving HR management methods and positive employee views (Guest and Conway, 2002). Since employee and association performance is equal, HRM practices have a significant impact on workers' perceptions of their working environments (Edgar and Geare, 2005). Administrators place equal importance on them as do businesses and other collaborators. The HRM research (Guest, 2001) states that workers' viewpoints had to be taken into consideration. HR methods growing increasingly crucial as organizations strive to stay in business. If their workers are not experiencing extraordinary prosperity and well-being, they cannot operate effectively (MacDonald, 2005). According to Becker and Gerhart (1996), it is also recommended that conditions that serve as facilitators or intervening factors between HRM and organizational performance be investigated. Given the importance of staff efficiency, it has been selected as a mediator between HRM practices and internal organizational efficiency.

HRM practices on organizational performance

Bartel (1994) recognized that an investment in the execution of HRM rehearses in the long run outcomes in better organizational performance in the field of Human Resource Management, a plenty of models and studies are demonstrating an over-increasing relationship between compelling HRM practices and organizational performance. Organizational performance in a general sense relies upon its distinct resources "individuals", however this suspicion has been challenged by the people who accepted that organizational success relied upon successful implementation of fitting HRM policies and strategies. There is significant research answering addressing two fundamental questions (i) Do HRM practices have a beneficial impact on organizational performance? (ii) What should be possible to make HR something worth? Purcell et al. (2003). To lay out the connection between HRM practices and hierarchical performance a broad research has been done. Ulrich (1997) human resource rehearses seem to matter, as affirmed by survey results, however the level of results fluctuates in the various populaces and sample size. Huselid and Becker (1996) led an investigation of 740 organizations and presumed that associations having HRM practices were better performers. Patterson et al. (1997) examined the connection between organizational performance and human resources practices, and identified significant variety where productivity expanded by (18%) and benefit by (19%) with great HR management. Thompson (1998) concentrated on the effect of superior performance, work practices like performance appraisal, work rotation and tracked down positive relationship with hierarchical performance. Budhwar et al. (2010) utilizing the correlation identified that there is a significantly positive connection between various HRM practices, remuneration and worker involvement with organizational performance. Katou (2008) Identified significantly positive relationship of HRM practices specifically selection ($r = .73$), training ($r = .76$), performance appraisal ($r = .75$), compensation ($r = .84$) and participation ($r = .89$) with hierarchical performance. Tseng and Lee (2009) in their research applied HRM practices to inspect organizational execution of different enterprises utilizing Analytical Hierarchical Process/Data Envelopment Analysis (AHP/DEA) modeled on information gathered from 129 organizations in the Taiwanese electronic industry, and observed a constructive and positive outcome of five Human Resource Management rehearses on performance.

Shahzad et al. (2008) posted three altogether positive connections of HRM rehearses E.x, compensation ($M = 3.26$, $r = .44$), advancement practices ($M = 3.32$, $r = .56$), and performance assessment ($M = 3.17$, $r = .15$) with employee performance. Purcell et al. (2003) conducted longitudinal study on 12 associations and found obvious proof of relationship between positive attitudes towards HRM policies, practices and functional performance. The outcomes showed that HRM is an indispensable component in connecting people management practices to business performance. Teseema et al. (2006) concentrated on HRM practices in relationship with employee performance and tracked down a positive relationship. Confirmed practices were (i.e., remuneration, placement, employee performance recruitment and selection, promotion, training and development, , pension, grievance procedure). Singh (2004) observed that there was a positive relationship among a several HRM practices like selection ($r = 0.32$), performance appraisal ($r = 0.32$), training ($r = 0.32$), compensation framework ($r = 0.32$) worker participation ($r = 0.32$) with firm performance. Out of these practices just Training The general and marketplace success of the organizations was significantly impacted by the monetary structure ($\beta = 0.41$, 0.43), which indicates that an increase of one unit in training will improve (0.37) the association's performance and (0.39) the association's market performance. Additionally, an increase of one unit in remuneration will improve (0.41) the company's performance and (0.43) the association's market performance. The performance of the company was then adversely influenced by two actions, namely the career scheduling system ($\beta = -0.15$) and job characterization ($\beta = -0.21$).

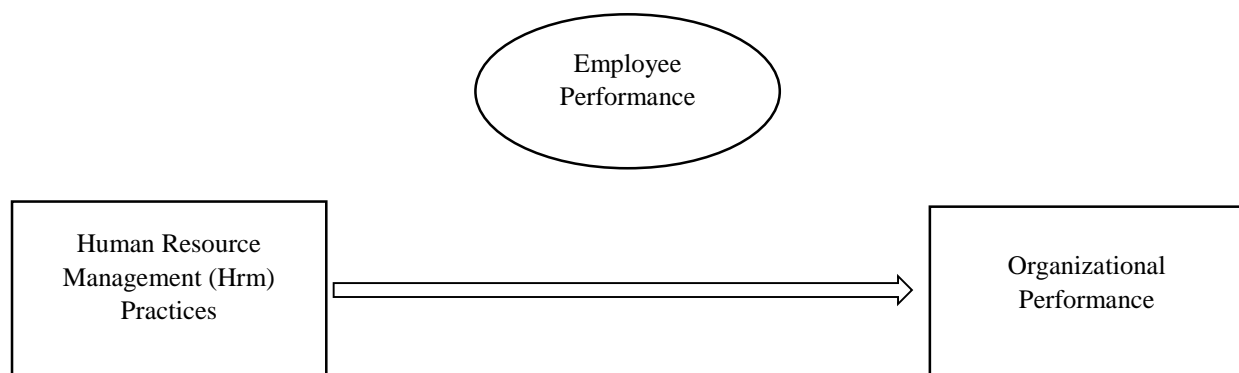
According to Deepak et al. (2003), the high performance work system might be used to improve competitiveness and hierarchical performance. Regression analysis was done using a universalistic and contingency method, and At $p < .05$, the value of $\beta = .189$ was shown to be remarkable. It was demonstrated that the relative use of HRM methods and organizational success were more correlated. Arthur (1994) pointed out that steel mills that employed H-R-M were less wasteful, which supports comparable conclusions. A study conducted by Huselid (1995) on 968 US firms revealed a favorable correlation between the association's performance and HRM procedures.

Wan et al. (2002) investigated the relationship between firm performance and HRM practices. Hierarchical results were positively impacted by HRM practices. Regression analysis revealed that important HRM practices that were implemented well improved organizational performance. There are studies, which didn't observe clear impacts of HRM practices on productivity. Kelley (1996) observed that HRM practices didn't impacted the performance of single-plant associations, while Batt (2002) observed that HRM practices didn't pay off in small associations that worked in domestic markets. Cappelli and Newmark (2001) recognized that Human Resource Management practices could raise efficiency slightly, however they likewise raised labor costs. Sels et al. (2003) highlighted that all impacts of HRM practices on liquidity and dissolvability were near zero (- 0.008 and - 0.007 respectively) and presumed that utilization of HRM rehearses didn't impact the monetary place of the organization.

This study is intended to examine the effect of HRM practices on organizational performance file containing on apparent organizational performance; (Delaney, 1989; Cucher-Gershenfeld and Barney, 1991; Wright and McMahan, 1992; Arthur, 1994; Pfeffer, 1994; Lado and Wilson, 1994; Huselid, 1995; MacDuffie, 1995; Becker and Gerhart, 1996; Delery and Doty, 1996; Harel and Tzafrir, 1999; Batt, 2002; Datta, 2003; Singh, 2004; Gerhart, 2005; Teseema, et al. 2006; Chenhall, 2007; Katou, 2008; Ya-Fen, et al. 2009; Choi, 2010; and Budhwar, et al. 2010).

Conceptual Framework

The distinct variables that were taken with into account would mostly explain the variance between actual and imagined success of the company, while worker efficiency acted as a mediating variable between the dependence and independence elements.



Hypotheses

Based on the profound writing survey the accompanying hypotheses were created for the review

- H1: The performance of the organization and HRM practices are positively correlated.
- H2: The connection between H_R-M practices and directorial enactment is mediated by employee performance.
- H3: Organizational performance is favorably impacted by employee performance.

Questions of the study

- 1. Does employee performance operate as a mediator between corporate performance and HRM practices?
- 2. How does the performance of the organization get impacted by HRM practices?

3. Does the performance of the company depend on the performance of its employees?

METHODOLOGY

Here the study addresses the design, tested variables (dependent, independent, and intervening), population, sample, data collection methods and the methods of statistical analysis.

Research Design

Various as well as material bases of information were used in this investigation. Primary data was collected using a seven-point Likert magnitude questionnaire, with answers that vary from fiercely agree to fiercely detest. Every option was assigned a scale. Four is indifferent, three is somewhat disagree, two is disagree, one is strongly disagree, seven is strongly agree, six is agree, five is somewhat agree, and four is indifferent. The questionnaire was modeled after those used by Snell & Dean (1992), Boselie et al. (2001), Singh (2004), Laka (2004), and Qureshi et al. (2007) in order to assess HRM practices. Similar to the majority of social science studies, this one utilized a questionnaire to gather primary data. for the purpose to collect data on HRM practices (independent variable), the organizational performance (dependent variable) and the employee performance (intervening variable) from the HRM authorities working in different Private Universities in Nanagarhar, Afghanistan. The gathered data will be evaluated with help of (S-P-S-S)Statistical Package For Social Sciences.

Population

The study's focus is on private universities and institutions in certain regions of Afghanistan in order to investigate how HRM practices affect organizational performance. 15 The inhabitants in the eastern region of Afghanistan are served by private, remote universities and other establishments. Faculty and lecturers will be the target population for this particular study in order to successfully complete it. Approximately 1500 workers have been employed by the designated organizations. Only lecturers, faculty members, and office workers—regardless of their status within the institutions—were included in this study due to the precise data analysis within the allotted period and the accurate responses to the questionnaires. to be conducted to response properly to the questionnaires. Furthermore, the number of participants will be 200 (Two hundred). The remaining staff members will be excluded from the study.

Sample Size and Sample Techniques

The sample is presenting the population part. To have the whole population of the aforementioned private academic institutions in the eastern region of Afghanistan test hypotheses, a sample will be chosen from the institutions themselves due to their complexity, sophistication, and time commitment. The 200 chosen employees of the particular firms will get the questionnaires used to collect the data.

The following formula is used to determine the sample size:

$$n = \frac{N}{1 + (N * e^2)}$$

In contrast, n represents the sample size.

Population is represented by the upper N.

The margin of error (6.5%) is indicated by the letter e.

The area sampling method will be used to choose the sample, and each unit will have an equal chance of being included. Additionally, because the eastern zone was selected, the study will employ area sampling. As a result, gathering the data would be simple, and instructors and staff would be impartial in supplying the necessary

information.

Results and Findings

Reliability of the questionnaire

Reliability

When one dependent, one mediating, and one independent variable's steady reliability or Cronbach's alpha reliability coefficients were determined, they were all above ($\alpha = .793$).

Thirty of the questionnaire's questions received Cronbach's alpha values greater than ($\alpha > .70$), which indicates the acceptable reliability level. This table shows the overall reliability of the questions.

Reliability Statistics	
Cronbach's Alpha	N of Items
.793	30

Tools for descriptive analysis

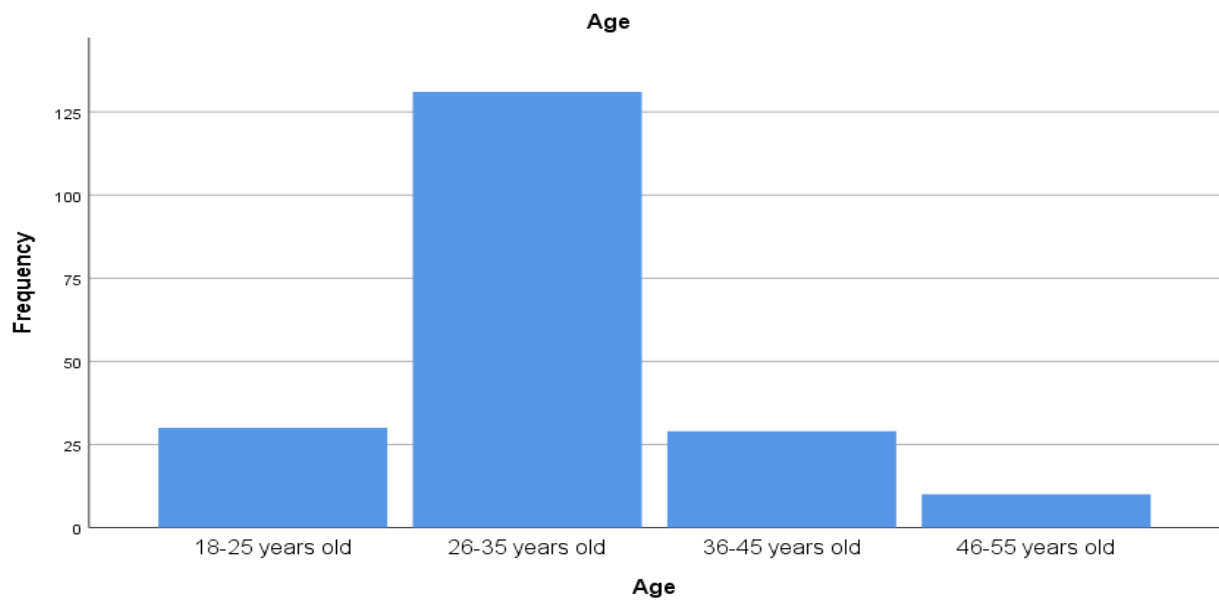
Descriptive statistical analysis must be performed in order to describe the data. For this reason, the data in this study will also be represented using the mean, standard deviation, and minimum and maximum values. The mean shows the average score for the study's variables, while the standard deviation shows how each individual score deviates from the mean. The lowest and highest scores for each of these factors are finally displayed by the minimum and maximum values.

Correlation Matrix

Correlation coefficient is being used to find the association between the variables. And it provides consequences of the association between the two different variables. For strong negative relationships the value is -1 and +1 represents the strong positive relationships between the different variables and so on (Rotter, 1966)

Frequency Table

The following table and graph indicates the age of the respondents and the total number of the respondents is 200 in which 30 respondents responded that their age is from 18-25 and that is 15.0% of the total sample. Secondly, 131 respondents declared that their age is from 26-35 which 65.5%. Moreover, 29 responded their age is 36-45 which is 14.5% and finally, 10 responded that their age is from 45-55 and that 5 percent of the total sample.



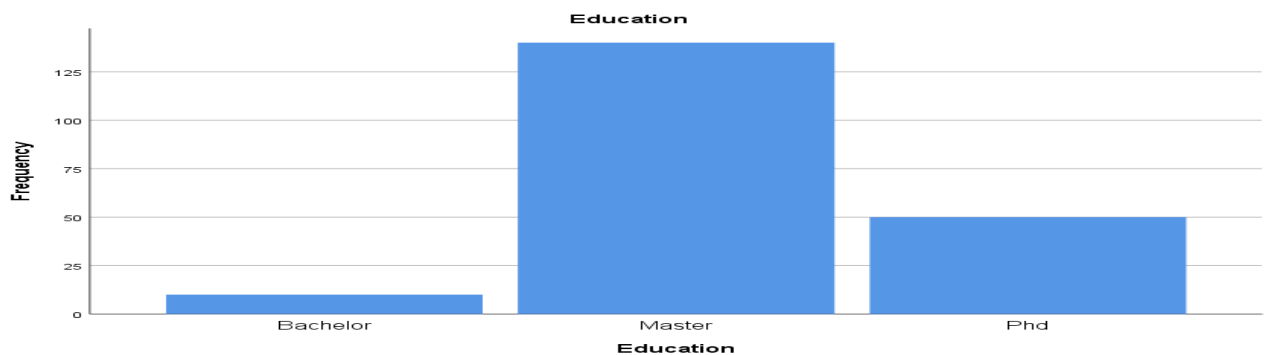
		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 years old	30	15.0	15.0	15.0
	26-35 years old	131	65.5	65.5	80.5
	36-45 years old	29	14.5	14.5	95.0
	46-55 years old	10	5.0	5.0	100.0
	Total	200	100.0	100.0	

The graph and table The number of male and female respondents is evident from the frequency of respondents, which is shown below. Four female respondents, or around 2% of the total, and 196 male respondents, or 98% of the total, provided the data. This indicates that the percentage of male respondents is higher than that of female respondents.

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	196	98.0	98.0	98.0
	Female	4	2.0	2.0	100.0
	Total	200	100.0	100.0	

This education chart identifies level of education of the participants. which clarifies and identifies 5.0 % of Bachelor, 70 % of Master (the highest percentage), 25 % of PhD of total sample. .

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	10	5.0	5.0	5.0
	Master	140	70.0	70.0	75.0
	Phd	50	25.0	25.0	100.0
	Total	200	100.0	100.0	



Down, the table indicates the salary range of the respondents; the respondents responded differently which denotes 38.5% of the respondents receive 15000-25000 thousands per month. 44 % declared the salary range from 25 to 35 thousands per month and lastly 17.5 % of the respondents indicated the salary range from 35 to 45 thousands.

		Salary			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15000-25000	77	38.5	38.5	38.5
	25000-35000	88	44.0	44.0	82.5
	35000-45000 or above	35	17.5	17.5	100.0
	Total	200	100.0	100.0	

Regression and Mediation Analysis

The table down expresses the regression analysis results; the R-square value is 0.2530 which means 25% changes in Employees' Performance is due to the Human Resources Management Practices and the relationship is also With a beta coefficient showing that one unit change in HRMP results in 2.659 changes in employee performance, the model is accepted at the 0.05 level of significance.

OUTCOME VARIABLE: EP

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.494	.2530	.027	7.734	1.000	198.000	.000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	.651	.097	30.452	.000	2.777	3.161
HRMP	2.659	.023	2.781	.000	.019	.111

The table down shows the mediation analysis; the purpose of the study was to analyze the impact of HRMP on Organizational performance with mediating role of Employees' performance. Hence, the Hayes- 2013 method for the mediation analysis is used in SPSS. The result indicates that R-square value is 0.801 which means that HRMP and Employees' performance both bring 80% changes in Organizational performance with P-value less than 0.05. Thus, the model is significant at all stage. The Beta value is 0.310 which means 31% changes will occur in organization performance due to the Employees' performance and 2.467 unit changes will occur in organizational performance due to HRMP. Finally, the result revealed that there is a partial mediation effects available of Employees' performance between the HRMP and Organizational performance.

UTCOME VARIABLE: OP

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.895	.801	.036	395.974	2.000	197.000	.000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	1.029	.267	3.852	.000	.502	1.556
HRMP	2.467	.027	27.584	.000	.702	.810
EP	.310	.082	.120	.003	-.151	.171

Discussion

Recruitment, training, performance evaluation, pay management, and employee interactions are just a few of the operations that go under the umbrella of human resource management practices, or HRMP. These procedures are essential to developing a productive staff and accomplishing company objectives. Numerous scholars have examined the link between HRMP and organizational success in great detail, with a focus on the mediating function of employee performance in this dynamic. Efficient hiring and selection procedures guarantee that the company draws in and keeps talented and driven workers. Increased creativity and productivity may result in better organizational performance. Programs for ongoing training and development give staff members the skills and information they need, which enhances their performance and flexibility. Consequently, this enhances the organization's overall performance. Employees receive feedback and opportunities for growth through regular, constructive performance reviews. This improves overall performance by bringing individual performance into line with organizational objectives. HRMP has a direct impact on worker performance by establishing a nurturing atmosphere that encourages dedication, motivation, and engagement. Effective training programs, for example, improve employee skills and performance on the job.

Employee performance serves as a mediator between HRMP and organizational performance. High-performing employees drive organizational success by contributing to increased productivity, innovation, and customer satisfaction. Research studies have demonstrated that HRMP positively affects employee performance, which in turn improves organizational performance. For example, a study might show that organizations with comprehensive training programs see higher employee performance and, subsequently, better financial results.

CONCLUSION

Open recruiting practices, carefully thought-out training plans, and employee participation in decision-making are characteristics of high-performing companies. These organizations appeal to both international and native investors, and their sustained assistance greatly boosts Afghanistan's economy. Motivating HRM techniques may enhance employee performance, which in turn boosts business success, as employee performance acts as a mediator between HRM practices and organizational performance (OP).

Limitations and Scope for future Research

Although this research suggests that some HRM practices may have an impact on organizational performance, it does not explain how this might be achieved. Prospective research avenues could encompass:

- Longitudinal investigations aimed at determining a causal association between variables.
- In order to improve external validity, larger sample sizes from additional public universities and industries may be obtained in future study projects.
- It is also possible to research the connection with HRM practices in different firms.

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