

The Influence of HRM Practices, Workplace Culture, and Training on Employee Performance

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Abstract – This study analyzed the influence of Human Resource Management (HRM) practices, workplace culture, and training and development on employee performance at National Irrigation Administration (NIA) – Upper Pampanga River Integrated Irrigation Systems (UPRIIS), Division II, in Talavera, Nueva Ecija. Using a quantitative research design, data were collected from 84 employees through a structured Likert-scale questionnaire. Descriptive statistics, particularly the mean, were used to summarize employee perceptions, while inferential tools such as ANOVA, Pearson *r* correlation, and multiple regression analysis were employed to test hypotheses and assess statistical significance. Results showed that perceptions of HRM practices, workplace culture, and training and development were consistently positive across gender, length of service, and employment status, with no significant group differences observed. Correlation analysis revealed strong positive relationships between each independent variable and employee performance, with training and development emerging as the most highly correlated factor ($r = 0.919$). Regression analysis further demonstrated that training and development was the only variable with a statistically significant influence on employee performance ($\beta = 0.444$, $p < 0.001$), while HRM practices had a marginal effect ($p = 0.052$) and workplace culture was not a significant predictor ($p = 0.151$). The regression model explained 86.9% of the variance in employee performance, highlighting the critical role of training initiatives. These findings underscore the need for NIA to prioritize investment in employee training and continuous development. Strategic improvements in HRM practices and workplace culture may further support performance outcomes and sustain organizational effectiveness.

Keywords – Employee Performance, HRM Practices, Workplace Culture, Training and Development, Pearson *r*, ANOVA, Regression Analysis, Public Sector

I. INTRODUCTION

Employee performance remains a pivotal concern for organizations striving for sustained success, thereby necessitating a comprehensive understanding of the factors that contribute to its

enhancement (Ciobanu et al., 2019). It is a critical factor in ensuring the efficiency and effectiveness of any organization. Human Resource Management practices, workplace culture, and training initiatives have emerged as critical determinants in shaping

individual and collective performance within organizational settings (Altalhi, 2021; Haines & St-Onge, 2011). When employees hold favorable perceptions of implemented policies, it can substantially augment individual-level outcomes by cultivating heightened commitment, amplifying engagement, and fostering overall job satisfaction, thereby indirectly driving improvements in performance metrics. The National Irrigation Administration (NIA) – Upper Pampanga River Integrated Irrigation Systems (UPRIIS), Division II, in Talavera, Nueva Ecija, as a government institution responsible for irrigation management, relies on its workforce's efficiency to meet organizational goals. However, limited studies have examined the influence of HRM practices, workplace culture, and training & development on employee performance in this context. This study aims to bridge this gap by analyzing these key factors and their relationship.

Furthermore, this investigation seeks to provide actionable recommendations for NIA-UPRIIS Talavera to optimize its HRM strategies, cultivate a positive workplace culture, and implement effective training programs to maximize employee potential and achieve organizational objectives. The intention is to offer practical guidance to NIA-UPRIIS Talavera, enabling them to fine-tune their HRM strategies, promote a more vibrant and supportive workplace culture, and create impactful training programs. These improvements are aimed at unlocking the full potential of their workforce and driving the organization towards its strategic goals.

II. CONCEPTUAL FRAMEWORK

This study is grounded in the premise that Human Resource Management (HRM) practices, workplace culture, and training and development are key determinants of employee performance in public sector organizations such as the NIA-UPRIIS, Talavera, Nueva Ecija. The conceptual framework illustrates how these three independent variables influence the dependent variable (employee performance), while demographic and employment-related characteristics (gender, length of service, and employment status) serve as grouping variables to examine performance variations across different employee classifications.

The conceptual framework of this study is presented in Figure 1. The model is informed by several studies highlighting the impact of HRM on performance. It was constructed as a result of a careful review and synthesis of related literature, which consistently emphasized the role of HRM, workplace culture, and training in improving employee outcomes. Gutterman (2023) emphasizes that effective HR strategies aligned with organizational goals significantly enhance performance by attracting and retaining top talent, fostering development, and sustaining an empowering workplace culture. Similarly, Natsir et al. (2024) said that HRM practices such as recruitment, performance appraisal, and training play a critical role in increasing organizational efficiency and effectiveness. Moreover, Richman (2015) supports the view that HRM and HRD (Human Resource Development) are vital for high-performance organizations, underlining the importance of training and learning in driving employee adaptability and productivity.

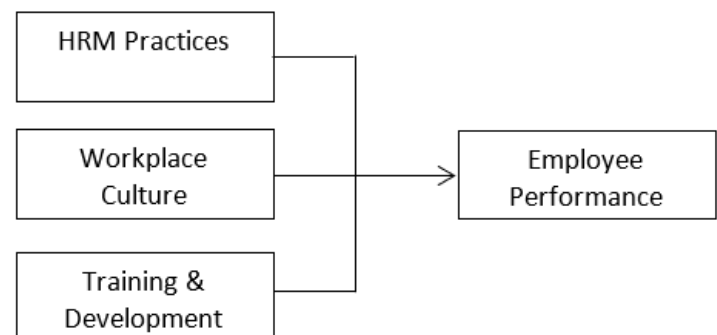


Fig.1. Research Framework

Research Objectives

This study aims to assess the factors that influence employee performance at the NIA-UPRIIS, Talavera by examining key organizational practices and employee characteristics. Specifically, it seeks:

1. To describe the factors that affect employee performance when grouped according to:
 - 1.1 Gender
 - 1.2 Length of Service
 - 1.3 Employment Status
2. To determine whether there are significant differences in HRM practices,

workplace culture, and training & development at the National Irrigation Administration, Talavera, when grouped according to:

- 2.1 Gender
- 2.2 Length of Service
- 2.3 Employment Status
3. To assess the relationship among factors that affect employee performance in terms of:
 - 3.1 HRM practices;
 - 3.2 Workplace culture; and
 - 3.3 Training and Development.
4. To analyse the influence of the factors that affect employee performance.

Hypotheses:

H1: There are significant differences in perceptions of HRM practices, workplace culture, and training & development based on gender.

H2: There are significant differences in perceptions of HRM practices, workplace culture, and training & development based on length of service.

H3: There are significant differences in perceptions of HRM practices, workplace culture, and training & development based on employment status.

H4: There is a significant relationship between HRM practices and employee performance.

H5: There is a significant relationship between workplace culture and employee performance.

H6: There is a significant relationship between training & development and employee performance.

H7: HRM practices significantly influence employee performance.

H8: Workplace culture significantly influences employee performance.

H9: Training & development significantly influences employee performance.

Research Design

This study employed a quantitative research design to analyze the effect of various organizational factors on employee performance. Quantitative data

were collected using a structured questionnaire based on a Likert scale. To describe the general perceptions of respondents, descriptive statistics, particularly the mean, were used to summarize responses for HRM practices, workplace culture, training & development, and employee performance. Furthermore, ANOVA, Pearson r correlation, and regression analysis were utilized to test the hypotheses and examine the statistical significance of differences and relationships among variables.

Respondents/Participants

The respondents for this study were employees of the NIA-UPRIIS, Talavera, Nueva Ecija, with a total sample size of 84. They were categorized into three employment types: 39 permanent employees, 24 job order employees, and 21 casual employees. To ensure equal representation from each employment category, the study employed a stratified random sampling technique.

Data Gathering Tools and Techniques

Data was gathered using a self-administered structured questionnaire that includes Likert-scale questions covering HRM practices, workplace culture, training & development, and employee performance. The questionnaire was pre-tested for validity and reliability before full implementation. Surveys were distributed digitally, with necessary follow-ups to maximize response rates.

The validity and reliability testing of the instrument demonstrated strong results, ensuring its suitability for assessing HRM practices, workplace culture, training & development, and employee performance. Construct validity was confirmed through Confirmatory Factor Analysis (CFA), with high factor loadings for all constructs: HRP (0.748), WC (0.754), TD (0.790), and EP (0.754), all above the acceptable threshold of 0.70. Additionally, excellent model fit indices (CFI = 1.00, TLI = 1.00, RMSEA = 0.00) further validated the instrument. Reliability testing using Cronbach's Alpha showed high internal consistency across all variables: HRP (0.963), WC (0.944), TD (0.954), and EP (0.931), with an overall reliability score of 0.980, indicating excellent reliability. These findings confirm that the instrument used in this study is both valid and reliable for accurately measuring the intended constructs.

Statistical Tools or Method of Analysis

The study utilized various statistical tools to analyze the data. Descriptive statistics, specifically the mean, were used to summarize the responses and describe the general perceptions of employees regarding HRM practices, workplace culture, training & development, and employee performance across different groups. ANOVA (Analysis of Variance) was employed to compare employee performance and organizational factor ratings across gender, length of service, and employment status. Pearson r correlation analysis was conducted to examine the relationships between the independent variables—HRM practices, workplace culture, and training & development—and the dependent variable, which is employee performance. Lastly, regression analysis was used to determine the effect of these factors on employee performance.

Ethical Considerations

This study adhered to the following ethical principles:

1. Informed Consent: All participants were informed about the study's objectives, procedures, and their right to withdraw at any time.
2. Confidentiality: Respondents' identities remained anonymous, and data was used strictly for research purposes.
3. Voluntary Participation: Participation was entirely voluntary, with no coercion or pressure on employees.
4. Data Protection: All collected data were securely stored and accessible only to authorized researchers.
5. Approval: Ethical clearance was sought from relevant authorities before conducting the study.

III. RESULTS AND DISCUSSION

1. Factors that Affect Employee Performance when grouped according to gender, years of services, and employment status.

Table 1 Factors that Affect Employee Performance according to gender

Gender	HRP	VI	WC	VI	TD	VI
Female	3.27	Agree (A)	3.27	Agree (A)	3.39	Agree (A)
Male	3.34	Agree (A)	3.33	Agree (A)	3.34	Agree (A)

Both male and female employees agree that the organization implements sound HRM practices, fosters a supportive workplace culture, and provides sufficient training and development opportunities. The close range of scores between genders indicates a

generally consistent perception of organizational practices. Although there are minor differences, with males slightly rating HRP and WC higher, and females slightly favoring TD, both groups express a positive experience overall.

Table 2 Factors that Affect Employee Performance according to Length of Service

Length of Service	HRP	VI	WC	VI	TD	VI
Less than 1 year	3.51	Strongly Agree (SA)	3.53	Strongly Agree (SA)	3.31	Agree (A)
1-5 years	3.17	Agree (A)	3.13	Agree (A)	3.24	Agree (A)
6-10 years	3.26	Agree (A)	3.32	Agree (A)	3.33	Agree (A)
More than 10 years	3.36	Agree (A)	3.34	Agree (A)	3.43	Agree (A)

Employees with less than one year of service have the most favorable perception of HRM practices and workplace culture, indicating a highly positive first impression of the organization. Meanwhile, employees with longer service continue to agree, though with slightly lower ratings, suggesting stable

but slightly moderated perceptions over time. Training & development is consistently rated as agreeable across all tenure groups, with the most experienced employees (10+ years) showing the highest appreciation.

Table 3 Factors that Affect Employee Performance according to Employment Status

Employment Status	HRP	VI	WC	VI	TD	VI
Casual	3.41	Agree (A)	3.35	Agree (A)	3.4	Agree (A)
Job Order	3.17	Agree (A)	3.16	Agree (A)	3.13	Agree (A)
Permanent	3.35	Agree (A)	3.38	Agree (A)	3.48	Strongly Agree (SA)

Across employment types, all respondents agree that HRM practices, workplace culture, and training & development are present and valued. Permanent employees rated training & development the highest, falling into the "Strongly Agree"

category, which may reflect greater access to development programs. Job order employees, while still in the "Agree" range, rated all areas slightly lower, suggesting room for improvement in support or resources provided to them.

2. Differences in Employee Perceptions of HRM Practices, Workplace Culture, and Training & Development Across Gender, Length of Service, and Employment Status

Table 4 ANOVA Results on Employee Perceptions of HRM Practices, Workplace Culture, and Training & Development Across Gender, Length of Service, and Employment Status

Profile Variable	Organizational Factor	F-value	df1	df2	p-value	Interpretation
Gender	HRM Practices (HRP)	.1911	1	67.8	.663	Not Significant
	Workplace Culture (WC)	.1172	1	68	.733	Not Significant
	Training & Development (TD)	.0755	1	68	.784	Not Significant
Length of Service	HRM Practices (HRP)	.51	3	24.3	.679	Not Significant
	Workplace Culture (WC)	.599	3	25.1	.622	Not Significant
	Training & Development (TD)	.19	3	22.1	.902	Not Significant
Employment Status	HRM Practices (HRP)	.511	2	38.7	.604	Not Significant
	Workplace Culture (WC)	.566	2	39.1	.573	Not Significant
	Training & Development (TD)	1.357	2	39.5	.269	Not Significant

The ANOVA results show that across all demographic categories—gender, length of service, and employment status—there are no statistically significant differences in the way employees perceive HRM practices, workplace culture, and training & development, as all p-values exceed the 0.05 level of

significance. This suggests that the organizational practices at NIA-UPRIIS Talavera are implemented consistently across different employee groups, indicating an equitable and uniform application of policies and programs.

3. Relationship of HRM Practices, Workplace Culture, Training & Development, and Employee Performance

Table 5 Relationship of HRM Practices, Workplace Culture, Training & Development, and Employee Performance

Independent Variable	Correlation with EP	p-value	Interpretation
HRM Practices (HRP)	.915	< .001	Significant positive relationship.
Workplace Culture (WC)	.897	< .001	Significant positive relationship.
Training & Development (TD)	.919	< .001	Significant positive relationship.

Correlation analysis revealed strong positive relationships between employee performance and the three key organizational factors: HRM practices ($r = 0.915$), workplace culture ($r = 0.897$), and training & development ($r = 0.919$), all with p-values less than 0.001. These findings support the claim that effective HR strategies directly influence employee engagement and productivity (Gutterman, 2023). Furthermore, according to Natsir et al. (2024),

strategic HRM practices – such as competency-based recruitment, performance evaluation, and continuous development – are essential to enhancing both individual and organizational efficiency. The particularly strong correlation between training & development and performance underscores the importance of employee learning and capability-building as a core driver of workforce productivity.

4. Analysis of Factors that Affect the Employee Performance

Table 6 Regression Analysis of Factors Influencing Employee Performance

Factor	Regression Coefficient	p-value	Interpretation
HRM Practices (HRP)	.303	.052	Marginally significant.
Workplace Culture (WC)	.186	.151	Not significant.
Training & Development (TD)	.444	< .001	Highly significant.
Model R ²	.869	-	86.9% of variance in employee performance explained.

Regression analysis revealed that the overall model explains 86.9% of the variance in employee performance, indicating a high predictive capability of the combined factors: HRM practices, workplace culture, and training & development. Training & development emerged as the most significant predictor of performance ($p < 0.001$, Estimate = 0.444), highlighting the need to prioritize continuous learning and capability enhancement, consistent with Richman's (2015) assertion that training is vital for equipping employees to meet changing organizational demands. HRM practices were

marginally significant ($p = 0.052$, Estimate = 0.303), suggesting that while foundational, their effectiveness may depend on execution quality. Meanwhile, workplace culture showed a weaker influence ($p = 0.151$, Estimate = 0.186), which may indicate the need for a more strategically aligned cultural development process. This aligns with Sonar and Pandey (2023), who emphasized that while a positive culture contributes to organizational success, its impact is maximized only when embedded within broader strategic HR systems.

Table 7 Summary of Hypothesis

Hypothesis	Statement	Statistical Test	p-value	Decision	Interpretation
H1	There are significant differences in perceptions of HRM practices, workplace culture, and training & development based on gender.	ANOVA	HRP = .663 WC = .733 TD = .784	Rejected	No significant difference based on gender.
H2	There are significant differences in perceptions based on length of service.	ANOVA	HRP = .679 WC = .622 TD = .902	Rejected	No significant difference based on length of service.
H3	There are significant differences in perceptions based on employment status.	ANOVA	HRP = .604 WC = .573 TD = .269	Rejected	No significant difference based on employment status.
H4	There is a significant relationship between HRM practices and employee performance.	Pearson r	r = .915 p < .001	Accepted	Strong positive and significant relationship.
H5	There is a significant relationship between workplace culture and employee performance.	Pearson r	r = .897 p < .001	Accepted	Strong positive and significant relationship.
H6	There is a significant relationship between training & development and employee performance.	Pearson r	r = .919 p < .001	Accepted	Strongest positive and significant relationship.
H7	HRM practices significantly influence employee performance.	Regression	β = .303 p = .052	Marginal	Marginal influence, borderline significant.
H8	Workplace culture significantly influences employee performance.	Regression	β = .186 p = .151	Rejected	No significant influence found.
H9	Training & development significantly influences employee performance.	Regression	β = .444 p < .001	Accepted	Most significant predictor of performance.

The results of the hypothesis testing reveal that there are no significant differences in employee perceptions of HRM practices, workplace culture, and training and development when grouped according to gender, length of service, and employment status, leading to the rejection of H1 to H3. This suggests that organizational practices at NIA-UPRIIS Talavera are applied consistently and equitably across various demographic and employment groups. In contrast, hypotheses H4 to H6 were accepted, as Pearson r correlation analysis showed strong and statistically significant positive relationships between each of the three organizational factors and employee performance. Among the three, training and development exhibited the strongest correlation, emphasizing its critical role in enhancing workforce effectiveness. Regression analysis for H7 to H9 further established that training and development is the most significant predictor of employee performance, while HRM practices had a marginal effect and workplace culture showed no significant direct influence. These findings highlight the importance of investing in targeted training initiatives, while also revisiting and strengthening HRM strategies and cultural interventions to achieve more substantial performance outcomes.

IV. CONCLUSIONS

The analysis of mean scores across gender, length of service, and employment status reveals that employees generally agree that HRM practices, workplace culture, and training and development are evident within the organization. Both male and female respondents showed consistent agreement in their perceptions, indicating a shared positive experience regardless of gender. Employees with less than one year of service expressed the most favorable views, particularly in HRM practices and workplace culture, suggesting a strong initial impression of the organization. Meanwhile, those with more than ten years of service maintained high agreement levels, especially in training and development. Across employment status, permanent employees expressed the highest satisfaction in training and development, even reaching the level of strong agreement, reflecting their access to more formal development opportunities. While job order employees reported

slightly lower scores, their responses still fell within the "agree" range, signifying a generally positive but moderately lower experience. Overall, the consistent ratings across all groups indicate that the organization maintains a relatively inclusive and favorable environment in terms of HRM practices, workplace culture, and training efforts.

The ANOVA results indicate that there are no significant differences in employee perceptions of HRM practices, workplace culture, and training and development when grouped according to gender, length of service, and employment status. This suggests that employees, regardless of their demographic or employment classifications, generally perceive these organizational factors in a similar way. The uniformity in perceptions implies that NIA-UPRIIS Talavera implements its human resource policies and development programs in a consistent and equitable manner across various employee groups, reflecting a fair and inclusive organizational environment.

The study found that HRM practices, workplace culture, and training and development are all significantly and positively related to employee performance. With correlation coefficients exceeding 0.89 and p -values less than 0.001, the relationships are both strong and statistically significant. Among the three, training and development demonstrated the highest correlation with employee performance ($r = 0.919$), indicating its prominent influence. These findings imply that enhancing HRM systems, promoting a supportive organizational culture, and strengthening training initiatives can lead to improved employee performance. Furthermore, the high inter-correlations among the independent variables suggest they are interconnected and likely contribute collectively to performance outcomes.

Regression analysis confirmed that training and development is the most significant predictor of employee performance, with a regression coefficient of 0.444 and a p -value below 0.001. This demonstrates that improving training programs and development opportunities can yield substantial gains in employee productivity. HRM practices, on the other hand, showed a marginal effect ($p = 0.052$), implying a possible but less robust impact. Meanwhile, workplace culture did not significantly influence employee performance ($p = 0.151$),

suggesting that although it may enhance the work environment, it does not directly drive performance outcomes. The overall model explains 86.9% of the variance in employee performance ($R^2 = 0.869$), highlighting the strong predictive power of the combined factors. Nevertheless, the results underscore the need to prioritize training and development as the primary driver of employee performance improvements.

V. RECOMMENDATIONS

Based on the findings of the study, it is recommended that the organization enhance training opportunities for job order employees, who reported lower ratings in training and development, by making learning programs more accessible, role-specific, and tailored to their job functions. To maintain the strong initial perceptions of new employees, particularly in terms of HRM practices and workplace culture, NIA-UPRIIS should strengthen its onboarding processes and early engagement initiatives. Mid-tenure employees, who exhibited slightly lower satisfaction levels, may benefit from targeted development strategies such as mentorship, coaching, or job enrichment programs to re-engage and motivate them. Meanwhile, permanent employees, who expressed the highest satisfaction in training, should continue to receive access to structured and advanced training programs that support their long-term career growth.

It is also recommended that NIA-UPRIIS Talavera continue to uphold and reinforce the equitable implementation of its organizational policies and programs. While the study found no significant differences in perceptions across demographic groups, the organization should remain proactive in addressing emerging needs by conducting regular feedback sessions and employee satisfaction surveys. These measures will help ensure that the voices of newly hired, job order, and long-serving employees are heard, contributing to the maintenance of a positive, responsive, and inclusive workplace culture.

Given the strong and statistically significant correlations between HRM practices, workplace culture, training and development, and employee performance, NIA-UPRIIS should consider investing

further in these areas. For HRM practices, enhancements in recruitment, performance appraisal, and compensation systems should be made to ensure fairness, transparency, and alignment with organizational goals. To foster a more inclusive and motivating workplace culture, team-building activities, employee recognition programs, and open communication platforms should be encouraged. As for training and development, programs should be continuously improved, made relevant and practical, and aligned with both employee needs and organizational priorities. Conducting regular training needs assessments can help identify gaps and tailor interventions more effectively. Since training and development demonstrated the strongest correlation with employee performance, additional resources should be allocated to expand skill-building, continuous learning opportunities, and mentorship initiatives.

Lastly, the regression analysis highlighted that training and development is the most significant predictor of employee performance. Therefore, it is recommended that NIA-UPRIIS prioritize the design and delivery of comprehensive training programs that address both current and future competency needs. Providing continuous professional development opportunities—such as workshops, seminars, and structured mentoring—will likely result in significant performance improvements. While HRM practices had only a marginal influence, revising appraisal systems, offering competitive benefits, and establishing clear career advancement pathways may still yield positive outcomes. Although workplace culture was not found to be a significant predictor of performance in this study, it remains important for employee satisfaction and retention. As such, promoting values of inclusivity, collaboration, and employee recognition can contribute to a more positive work environment. Ultimately, by focusing on strengthening training and development while improving HRM systems and workplace culture, NIA-UPRIIS can maximize employee performance and organizational effectiveness.

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