



## Impact of Workplace Harassment, HR Policy Frameworks, and Digital Disruption on Employee Well-being and Organizational Performance

Hifza Mustafa<sup>1</sup> & Omar Ahmed Shaikh<sup>2</sup>

<sup>1</sup>Research Scholar, Karachi University Business School, University of Karachi, Pakistan,

Email: [hifzamustafa2@gmail.com](mailto:hifzamustafa2@gmail.com)

<sup>2</sup>Assistant Professor, Karachi University Business School, University of Karachi, Pakistan,

ORCID: <https://orcid.org/0009-0006-7147-8839>, Email: [shaikh.omar.os@gmail.com](mailto:shaikh.omar.os@gmail.com)

### ARTICLE INFO ABSTRACT

#### Article History:

Received: September 09, 2025  
Revised: October 02, 2025  
Accepted: October 18, 2025  
Available Online: November 05, 2025

#### Keywords:

Workplace Harassment, HR Policy Framework, SMART Practices, Digital Disruption, Employee Engagement, Trust in HR, Organizational Performance, Pakistan

#### Corresponding Author:

Hifza Mustafa

#### Email:

[hifzamustafa2@gmail.com](mailto:hifzamustafa2@gmail.com)



*This study examines the impact of workplace harassment, disciplinary Human Resource (HR) policy frameworks, SMART performance practices, and digital disruption on employee well-being and organizational performance, with employee engagement and trust in HR serving as mediating mechanisms. A quantitative, cross-sectional research design was employed, and data were collected from 105 employees working in public and private sector organizations in Pakistan using a structured questionnaire. The proposed hypotheses were tested through descriptive statistics, reliability analysis, correlation, multiple regression, and mediation analysis. The findings reveal that disciplinary HR policy frameworks and SMART performance practices exert a significant positive influence on employee well-being and organizational performance. Digital disruption also demonstrates positive effects when supported by effective HR practices. Although workplace harassment shows a weaker direct effect in multivariate analysis, it remains a critical contextual factor influencing employee engagement and trust in HR. Mediation results confirm that employee engagement and trust partially mediate the relationship between HR practices, work conditions, and performance outcomes. This study contributes to the HRM and organizational behavior literature by highlighting the role of psychological and relational processes in translating HR practices into performance. Practically, the findings emphasize the importance of fair HR policies, structured performance management, and adaptive digital strategies to enhance employee welfare and organizational sustainability in Pakistan.*

## Introduction

The concept of Human Resource Management (HRM) has also changed greatly in the last several decades and ceased to be an administrative role, but a strategic partner that helps organizations

become more effective and makes employees more successful. HRM in the contemporary organizational setting is not restricted to recruitment, payroll, and compliance as it is now a major component of workplace culture formulation, performance management, employee rights protection, and sustainability of the organization (Jehanzeb and Mohanty, 2020). Such development is indicative of an increased appreciation of the fact that employees are important assets and their welfare directly impacts on their productivity, innovativeness and the long-term success of a business. In line with this development, employee well-being and performance have become a growing concern as behavioural constructs that are inseparable.

Companies are now supposed to develop work environments that factor in both the psychological, emotional, and professional needs of the employees and at the same time spear head high performance levels (Gupta and Gupta, 2025). Empirical evidence has always indicated that employees subjected to positive, equitable, and open HR practices tend to be more active, inspired and dedicated which eventually results in an improved performance of the organization. Workplace harassment is regarded as one of the gravest risks that can harm the welfare of employees in the modern work environments (Aggarwal and Stanley, 2025). Verbal, psychological or behavioral harassment leads to hostile work environments, which negatively affect the mental stability, job satisfaction, and performance of the employees.

Harassment is not reported because of the fear of retaliation, lack of confidence in the HR or lack of proper reporting channels, which is common in most organizations especially in developing economies (Aljuaid, 2025). Consequently, harassment is not only a psychological issue but also a performance-related critical issue. The HR policy frameworks of discipline are important in solving such challenges by providing organizational justice, fairness and accountability. Good, transparent and well implemented disciplinary policies are good in bringing trust to the HR, minimize workplace conflicts and enhance professionalism. Trust in HR is also destroyed when employees feel that disciplinary systems are not fair or effective resulting in disengagement and low performance rates.

### **Problem Statement**

Although there is increased awareness of effective Human Resource Management (HRM) practices, a large number of organizations in Pakistan are still struggling with the various challenges that continue to hurt human well-being and performance in organizations. The problem of workplace harassment has been among the most significant, and it is broadly spread in both the public and the private sector organizations (Cooper *et al.*, 2025). Harassments are mostly not reported because of fear of retaliation, social stigma and lack of confidence in organizational complaint-handling systems. This produces psychologically insecure working conditions, which cause emotional distress, lack of interest and decreased productivity among employees. Along with harassment, most organizations are characterized by poor or haphazard HR disciplinary structures.

### **Research Gap**

Despite the fact that a considerable amount of literature can be found on the practices of Human Resource Management and outcomes in employees, there are still several significant gaps, especially in the Pakistani organization. Majority of the previous research has considered work-related harassment, HR disciplinary models, performance management practices, or digital transformation as independent variables (Aljuaid, 2025). The empirical literature is limited to the extent to which all four independent variables, namely, workplace harassment, disciplinary HR policy frameworks, SMART performance approaches, and digital disruption are used in one

comprehensive analytical model. This disjointed system limits the comprehensive conceptualization of the interplay of these interconnected variables on the welfare of employees and organizational performance.

### **Research Objectives**

1. To examine the impact of workplace harassment on employees.
2. To evaluate the effectiveness of disciplinary HR policy frameworks.
3. To analyze how SMART approaches influence clarity, motivation, and engagement.
4. To understand how digital disruption shapes organizational efficiency.
5. To investigate the mediating role of employee engagement & trust in HR.
6. To recommend HR strategies to improve employee well-being and performance.

### **Research Questions**

- How does workplace harassment influence employee engagement and performance?
- Do disciplinary HR frameworks build trust and fairness?
- How does SMART goal-setting affect motivation and productivity?
- What are the implications of digital disruption on well-being?
- Does engagement and trust in HR mediate these relationships?

### **Literature Review**

The theoretical background of this research is based on the known views on the Human Resource Management (HRM), organizational justice and psychosocial work environment, which are all related to the way the organizational practices can shape the attitudes and behaviors of the employee and the performance outcomes (Panda and Puri, 2025). The HRM practices are generally known to be the most important factors that define the welfare of employees and organizational performance. Strategic HRM is concerned with ensuring that policies and practices, including disciplinary, performance management systems, and staff support are aligned with the organizational objective so as to increase employee motivation, commitment and productivity (Oruh *et al.*, 2024).

### **Workplace Harassment**

Workplace harassment can be understood as any unwanted behavior that may be verbal, non-verbal, psychological or behavioral in nature and it causes intimidation, hostile or offensive working environment and disrupts the performance of an employee. It might involve verbal abuse, intimidation, bullying, harmful comments, sexual harassment, and abuse of power by the supervisors or other workers (Lesabe, 2022). There are many types of harassment, among them are psychological harassment (humiliation and threats), sexual and discriminatory harassment based on gender, age, or other personal attributes. Such types of harassment diminish the article of professional dignity and disrespect organizational and ethical norms.

### **Disciplinary HR Policy Framework**

HR policy framework of disciplinary is a key element of HR governance which is a mechanism by which organizations control employee behavior, disciplinary behavior and uphold professional standards (Kim *et al.*, 2024). HR governance constitutes structures, policies and procedures which

facilitate decision making and adherence to organizational rules and ethical standards. In this context, the disciplinary systems determine the acceptable behavior, contain consequences in case of violation and provide formal investigation and resolution procedures. Good disciplinary mechanisms help in creating clarity to the employees on what is expected of them and foster accountability in every level of the organization (Lewis and Rayner, 2002).

### **SMART Approach**

The SMART method of goal setting is based on Goal-Setting Theory that was created by Locke and Latham and states that specific and demanding goals are a key to high motivation and effort among the employees (Kaur, 2025). This theory suggests that goals shape the behavior based on their effects to focus on attention, mobilization of effort, persistence, and enhancing the development of strategies related to tasks. When workers know what is expected of them and they feel that they are capable of achieving and reaching something, they will be more motivated and dedicated to what they are doing (Lesabe, 2022).

### **Digital Disruption**

Digital disruption is the changes that occur in the organization due to the introduction of digital technologies that are majorly influencing work processes, work positions, and communication mechanisms (Pandey *et al.*, 2024). Theories of digital transformation focus on the strategic adoption of technology in order to maximize efficiency and innovation as well as competitiveness. Although this kind of change has advantages in terms of its operations, it will be successful only when employees can adjust to new systems and working processes (Lewis and Rayner, 2002). One of the key issues relatable to digital disruption is the technostress, that is, a situation when employees feel under pressure because of the continuous technological change, the necessity to develop new skills, and the need to be connected all the time. Anxiety, low job satisfaction, and decline in performance may be caused when the system is not used properly, there is no clear training, and regular updates in digital systems.

### **Employee Engagement and Trust in HR**

Employee engagement and trust in HR are central constructs that explain how organizational practices influence employee well-being and performance. Engagement theories, such as the Gallup Q12 model and Saks' engagement framework, conceptualize employee engagement as a positive, fulfilling work-related state characterized by emotional attachment, motivation, and discretionary effort (Kim *et al.*, 2024). Engaged employees are more committed to organizational goals and demonstrate higher levels of performance and resilience.

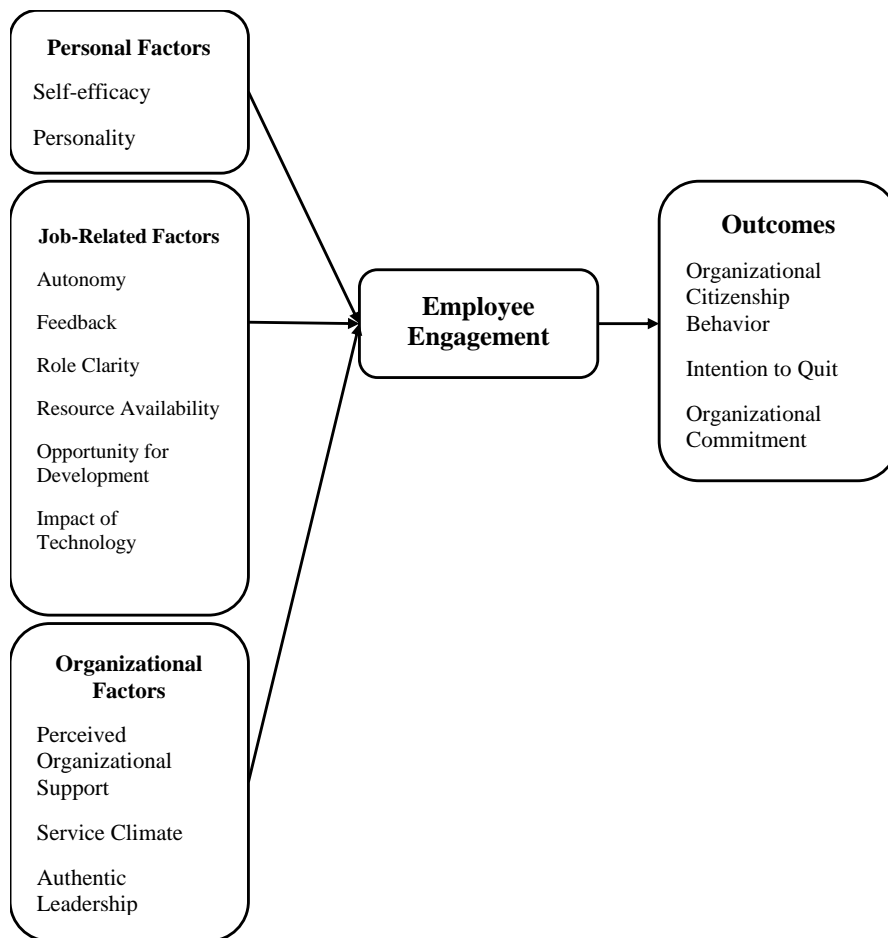
### **Employee Well-being and Organizational Performance**

Employee well-being and organizational performance are two constructs that are closely allied in the literature of Human Resource Management and Organizational Behavior. Well-being models conceptualize the concept of employee well-being as a multidimensional concept, which includes mental, emotional and work-related health (Ng *et al.*, 2025). Other models like the Job Demands-Resources (JD-R) model posit that favorable organizational resources including fair HR practices, clear goals, and psychological safety ensure that job demands are alleviated through the positive organizational resources that promote better employee welfare. The employees are resilient, more satisfied, and can perform efficiently when they are exposed to positive well-being (Pandey *et al.*, 2024).

## Review of Empirical Studies

According to empirical data of international studies, it is always proved that workplace harassment, HR disciplinary practices, performance management systems and digital transformation play a huge role in employee well-being and performance in organizations. Experience in the developed economies has pointed out that disciplinary systems and well organised goal setting behaviours improve employee engagement and trust and increase employee productivity whereas unmonitored harassment and accelerated technological advancements contribute to stress, disengagement and performance degradation (Saraiva and Nogueiro, 2025). The mediating effect of employee engagement in translating of HR practices into performance outcomes is also highlighted in many international studies.

Empirical research in the Pakistani environment targets mostly the workplace harassment, gender relations, stress, and the weaknesses of HR policies. These works indicate that there are high rates of underreporting harassment, low levels of trust in the HR systems, poor psychological and performance-based outcomes (Shahzad *et al.*, 2024). Nevertheless, the majority of the local research is single-factor or industry-specific and employs crude methods of analysis. Internationally, research is increasingly using the integrated models and mediation analysis in a methodological manner whereas Pakistani research is largely single variable, in nature, there is a need to conduct highly integrative empirical research.



**Figure 1: Conceptual Framework**

## **Hypothesis Development**

H1: Workplace harassment negatively affects employee engagement & trust in HR, reducing well-being and performance.

H2: Strong HR disciplinary frameworks positively influence engagement and performance.

H3: SMART approaches improve employee engagement and overall performance.

H4: Digital disruption impacts performance depending on employee support and adaptation.

H5: Employee engagement & trust in HR mediates the relationship between all independent variables and performance outcomes.

## **Research Methodology**

### **Research Approach**

The current research is based on positivist research paradigm in which the reality is objective, measurable and does not depend on the researcher. Positivism anticipates the utilization of empirical observation, measurement and quantitative analysis to explain the relationship between variables. In line with this paradigm, the on-going study attempts to measure the employee perceptions on workplace harassment, HR disciplinary policy frameworks, SMART goal-setting practices, digital disruption, worker engagement, trust on the HR and performance results by implementing standardized survey tools (Vidhya, 2025). The positivist position is considered to be appropriate in this investigation because it allows testing hypothesised relationships in a systematic way and generalising the results in the stated population.

### **Research Design**

The research design of this study is quantitative and cross-sectional and aims at investigating the connections between workplace harassment, disciplinary HR policy frameworks, SMART approaches, digital disruption, employee engagement and trust in HR, and employee well-being and performance of an organization. The quantitative design suits well because it allows the objective measurement of variables and using the statistical methods to check the proposed relationships (Zhang *et al.*, 2024). The cross-sectionality of the research design implies that the information about respondents is gathered at one time only, thus, allowing the evaluation of the contemporary employee perceptions and experiences in organisations.

The design is appropriate when the study aims at analyzing the effects of mediation, as well as to determine the patterns and associations between two or more variables in a specified population. Cross-sectional designs do not allow making a causal inference on an organisation over time; however, they are extensively used in HR and organisational studies because of their efficiency as well as their ability to give credible empirical evidence. The selected research design is consistent with the objectives of the study and allows hypothesis testing on a high level.

### **Population of the Study**

The respondent population will be those employees who both work in public and private sector organisations in Pakistan. Such a group is chosen with the deliberate aim to capture the heterogeneity of organisational framework, human-resources management and workplace

experience that typify specific secular sectors of the Pakistani economy. The staff is recruited based on a range of functional areas such as human resources, administration, finance, operations, and education to have a complete representation of the roles and duties. The involvement of both governmental and non-governmental personnel in the research will help to investigate the question of workplace harassment, human-resources disciplinary regimes, performance-management systems, and the influence of digital disruption in different institutional settings. The institutional structures that characterise the activities of the public and the control regimes tend to be more formal and set hierarchies, whilst the organisational activities of the private sector tend to be more flexible in their approach to human-resources. The comparison of the two fields, therefore, enhances the overall generalisability of the results and provides comparative data on the employee well-being, engagement, trust in human-resources, and organisational performance in the Pakistani context.

### **Sampling Technique and Sample Size**

The sample size to be used in this research will be convenience sampling, whereby the researcher will aim at soliciting respondents in organisations within the public and the private sector in Pakistan. The practical limitations necessitating convenience sampling include poor accessibility, time factor, and the exploratory nature of seeking to establish different human resource related variables in diverse organizational settings. The individuals who proved convenient and accepted to participate were included in the study.

The planned sample contains an interval of 100 to 150 respondents. This size is considered adequate to the quantitative processes, such as regression and mediation analyses, and is consistent with the sample size conventions in common use in the human resource and organizational research. The ability to hold a sample within this range increases statistical power, improves the reliability of the obtained results, and allows the substantive interpretation of the interrelations of the variables under study.

### **Data Collection Method**

Primary data relating to this exploration were obtained by use of well-elaborated questionnaire aimed at measuring all the variables of interest in an unbiased and organized way. The tool was developed based on the principles of established theoretical maps and the previous research to give the contents of relevance and conceptual clarity. It included specific parts that covered demographic variables; workplace harassment; disciplinary framework of human resources (HR) policy; the SMART framework; digital disruption; employee engagement and trust in HR, and employee well-being and organizational performance. A five-point Likert-type scale, where strongly disagree and strongly agree were the two extremes, was used to obtain responses, therefore, a consistent measure of the subjective responses of the participants was obtained.

A dual-channel approach to the distribution of the questionnaire that included and involved electronic and paper-based modes was employed to maximise the response rates and the reach of the questionnaire. The electronic distribution made it easier to involve respondents who were spread in different geographical locations whereas the paper-based distribution provided the possibility of gathering data in the organizations with weak digital infrastructure. The use of this hybrid type of distribution increased the heterogeneity of the samples, thereby enhancing the reliability and representativeness of the data that was collected.

## **Research Instrument Design**

The data gathering tool used in this study was a structured questionnaire that was divided into seven parts (A-G). Section A gathered the demographic information about the respondents. The independent variables measured in sections B to E included the harassment in the workplace, disciplinary HR policy framework, the SMART approach, and the digital disruption. Section F measured the mediating construct of employee engagement and trust in HR and section G measured the dependent variables of employee well-being and organizational performance. All construct-related measures were operationalised with the help of a five-point Likert scale between strongly disagree in the case of strongly agree. This Likert scale was chosen due to the fact that it allows the respondent to have different levels of agreement, makes it easier to perform quantitative analysis and it is commonly used in HR research and organisational research.

## **Data Analysis Techniques**

To critically assess hypotheses established in this study, statistical software has been used in a systematic manner. The descriptive statistical data summarization methods were applied to describe demographic features of respondents and their general patterns of responses. The internal consistency of the measurement scales was evaluated in terms of reliability analysis through the use of Cronbachs alpha. The strength and direction of relationships among variables were investigated with the help of correlation analysis. To determine the direct impacts of independent variables on the well-being of employees and organizational performance, a regression analysis was done. The mediation analysis considered the indirect influences of the employee engagement and trust in the human resources on the hypothesized relationships.

## **Results and Discussion**

This chapter presents the statistical analysis and empirical findings of the study. The purpose of this chapter is to analyse the data collected through structured questionnaires and test the proposed hypotheses examining the impact of workplace harassment, disciplinary HR policy frameworks, SMART approaches, and digital disruption on employee well-being and organizational performance, with employee engagement and trust in HR as a mediating variable. Data were analysed using statistical techniques including descriptive statistics, reliability analysis, correlation analysis, regression analysis, and mediation analysis. The results are presented systematically in alignment with the research objectives and hypotheses to ensure clarity, rigor, and coherence.

## **Reliability Analysis**

Measurement precision and consistency were determined using Cronbach alpha in order to evaluate the internal consistency reliability of the research instrument. The subsequent analysis showed that all the study constructs met the acceptable level of 0.70 thus showing strong internal reliability and confirming the appropriateness of the measurement scales to be further used in statistical procedures.

**Table 1: Reliability Analysis**

<b>Construct</b>	<b>Cronbach's Alpha</b>
Workplace Harassment	0.78
HR Policy Framework	0.92
SMART Approach	0.85
Digital Disruption	0.82

Engagement & Trust in HR	0.83
Well-being & Performance	0.86

---

All values exceed the recommended threshold of 0.70, confirming strong internal consistency and scale reliability.

### **Correlation Analysis**

The extent and direction of the relationships between the key variables of the research, which are workplace harassment, a disciplinary HR policy framework, the SMART approach, digital disruption, employee engagement and trust in HR, and employee well-being and organizational performance, were evaluated by Pearson correlation analyses. This exploratory step provided the first indications of relationships before the use of regression and mediation equations. The results showed that most variables were found to be positively correlated and statistically significant with employee well-being and performance in organisations, hence suggesting the existence of conducive organisational milieus and strong HR practices that are associated with positive employee results.

Strong positive relations were observed among disciplinary HR policy frameworks and employee engagement, as well as between employee engagement and organisational performance, which supports the importance of fair and open HR systems. The positive relation of the digital disruption and SMART patterns with engagement and performance also reflected a favorable indicator of the development of desirable outcomes with the help of systematic goal-setting and technology-based practices. There were relatively weak, but significant relationships between workplace harassment and thus its consideration as a significant organisational variable was solidified. The collective findings of the correlations supported the hypothesised conceptual framework and justified the further application of the regression and mediation analysis to clarify the causal processes.

**Table 2: Correlation Matrix**

<b>VARIABLE</b>	<b>WH</b>	<b>HRP</b>	<b>SMART</b>	<b>DD</b>	<b>ENG</b>	<b>PERF</b>
<b>WH</b>	1					
<b>HRP</b>	.61	1				
<b>SMART</b>	.37	.70	1			
<b>DD</b>	.46	.73	.84	1		
<b>ENG</b>	.44	.70	.58	.68	1	
<b>PERF</b>	.49	.75	.70	.72	.77	1

All major correlations are positive and statistically meaningful, supporting further regression and mediation testing.

### **Regression Analysis**

The investigation on the immediate impacts of the workplace harassment, disciplinary HR policy frameworks, the SMART approach and digital disruption on employee well-being and organizational performance were carried out using multiple regression analysis. The results have shown that disciplinary HR policy frameworks and SMART approach turned out to be a strong predictor of performance, and digital disruption had a moderate impact. The direct effect of workplace harassment was found to be relatively less effective under conditions of other variables held constant. In general, the regression model was found to explain a significant percentage

change of variation in performance results, which, in its turn, confirmed the topicality of the chosen independent variables and confirmed the theses of relationships.

### **Direct Effects on Organizational Performance**

**Table 3: Multiple Regression Results (IVs → Performance)**

<b>Predictor</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>
<b>Workplace Harassment</b>	0.09	0.98	.328
<b>HR Policy Framework</b>	0.39	3.88	.000
<b>SMART Approach</b>	0.22	1.91	.059
<b>Digital Disruption</b>	0.22	1.71	.091
<b>R<sup>2</sup> = 0.64</b>			

HR policy framework emerged as the strongest predictor of performance.

### **Mediation Analysis**

Mediation analysis was conducted to examine the foundation of the hypothesis that employee engagement and trust in human resource are mediating factors between the independent variables and the employee well-being, as well as organizational performance. The comparison followed the acknowledged Baron and Kenny (1986) mediation model that is a sequence of regression steps aimed to illustrate the direct, indirect and mediated relationships between the variables. This kind of framework is considered to be appropriate to assess psychological and behavioral processes in terms of human resources and organizational studies.

Step 1 was that the independent variables were predicted on the mediating variable of employee engagement and trust in HR. The findings showed that the HR policy system (0.47,  $p = .000$ ) and digital disruption (0.52,  $p = .002$ ) significantly had a positive influence on employee engagement and trust in HR, which was strong and significant. Such results suggest that unquestionable, fair, and uniformly imposed disciplinary HR policies as well as the effective organization support in the process of digital transformation significantly enhance the level of trust of the employees in HR and their participation. Other independent variables were less powerful or statistically not significant at this point, and it means that not everything in the workplace can have the same effect on engagement and trust.

In Step 2 regression analysis was carried out where the mediating variable was taken as the predictor and the outcomes were the dependent variables, which were that of employee well-being and organizational performance. The results of the analysis demonstrated that the performance was positively affected by the level of employee engagement and trust in human resources with a regression coefficient of  $\beta = 0.38$  and a p-value of 0.000. These results confirm the hypothesis that workers with trust in HR systems and engagement at work have an increased well-being and better performance. This step, therefore, meets a major mediation requirement that asserts the mediator as a statistically significant predictor of the outcome variable.

Step 3 involved a simultaneous regression between independent variables and the mediator on the employee well-being and organization performance. The findings showed that the HR policy framework was still an important predictor though with reduced standardized coefficient ( $\beta = 0.21$ ,  $p = .029$ ), and the SMART approach was also found to be a significant predictor ( $\beta = 0.26$ ,  $p = .014$ ). Notably, employee involvement and confidence in HR still had a strong and statistically significant

impact on performance ( $\beta = 0.38, p = 0.001$ ). The fact that the beta values of the independent variables of the present study are smaller than the beta values of the previous regression models indicates that the part of their influence on performance is mediated by employee engagement and trust to HR.

The partial and not absolute elimination of the effects of the independent variables witnessed supports the presence of partial and not full mediation. This indicates that, even though the HR policies, performance-management practices and digital disruption have a direct impact on the welfare and organizational performance of employees, much of their effects are mediated by the psychology of attachment and trust of the employees towards HR systems.

**Step 1: IVs → Mediator (Engagement & Trust in HR)**

**Table 4: Step 1: IVs → Mediator (Engagement & Trust in HR)**

Predictor	$\beta$	p
HR Policy Framework	0.47	.000
Digital Disruption	0.52	.002

**Step 2: Mediator → Performance**

**Table 5: Step 2: Mediator → Performance**

Predictor	$\beta$	p
Engagement & Trust in HR	0.38	.000

**Step 3: IVs + Mediator → Performance**

**Table 6: Step 3: IVs + Mediator → Performance**

Predictor	$\beta$	p
HR Policy Framework	0.21	.029
SMART Approach	0.26	.014
Engagement & Trust in HR	0.38	.000

The reduction in  $\beta$  values confirms partial mediation, supporting H5.

**Discussion**

The main purpose of such discussion is not to repeat the statistical results, but to read their meaning, explain its consequences, and evaluate their worth in the existing theoretical and practical contexts. This way, this chapter offers a more profound insight into the workings of the identified variables affecting the employee well-being and organizational performance. The discussion is a critical analysis of how workplace harassment, HR policy frameworks of discipline, SMART goals of performance management, and digital disruption relate to each other, all of which are found to be central in the determination of employee output.

Special attention is given to the ability to identify the functioning of these factors separately and in interaction with each other in Pakistani organizations where the cultural background, hierarchy, and institutional behavior can be different to that which has been identified in developed

economies (Winardi, 2023). The mediating variable of employee engagement and trust in HR allows explaining the process through which HR practices and workplace experiences lead to performance-related outcomes more subtly. Another aspect of the chapter is that it contextualized the findings of the study in the context of developed HRM and OB theories such as theories of organizational justice, goal-setting, engagement, and trust-based models (Zayid *et al.*, 2024).

Comparing empirical findings with theoretical assumptions, the discussion determines the level to which the current theories are supported, developed, or refuted by the current ones. This way, the chapter highlights the applicability of psychological and relationship variables, namely, the engagement and trust in defining the effectiveness of HR systems and organizational interventions (Zhang *et al.*, 2024). Moreover, the results are compared to the previous empirical works including national and international ones to determine the convergences and divergences. This comparative method sheds light on the way that the contextual factors that are unique to Pakistan affect employee's perception and organizational processes.

## **Conclusion**

Judging by empirical data, one may make a conclusion that the quality of HR practices and the psychological attachment of employees to their organization play an essential part in the organizational performance and employee well-being. The frameworks of disciplinary HR policies proved to be the most effective force, with their paramount importance to promoting the principles of fairness, transparency, and consistency as the key to building trust and encouraging participation.

Goal-setting practices in the form of SMART were observed to improve the levels of role clarity, motivation and performance, but digital disruption provided only positive results in cases of provided effective interventions by HR. The research also finds that employee engagement and trust of the HR are key processes by which HR systems define performance and well-being. Without trust and involvement, even properly developed policies and technologies cannot achieve the best results. The conclusions are especially applicable to the Pakistani organizations, in which the institutional trust and efficient HR governance remains an issue of concern.

## **Future Research Directions**

Future studies can adopt a longitudinal approach to research in order to establish temporal changes in employee engagement, trust, and performance indicators. Qualitative or mixed-method approaches may provide a deeper understanding of the lived experience of harassment among the employees, human-resources practices, and the process of digital transformation. Additionally, the role of moderating factors, such as leadership style, organizational culture, and gender, may also be studied in future to better clarify the relationships of human resource management in Pakistani companies.

## **References**

1. Aggarwal, V. and Stanley, D.S., 2025. Relationship among E-HRM, workforce agility, technostress and work engagement: Techno HRM engagement model (THEM). *Psychological Studies*, 70(1), pp.122-135.
2. Aljuaid, A.A., 2025. Investigating the Role of Artificial Intelligence and Flexible HR Practices in Fostering Employee Job Engagement and Organizational Resilience: The Moderating Effect of Optimism. *Sage Open*, 15(4), p.21582440251389698.

3. Athota, V.S. and Malik, A., 2019. Managing employee well-being and resilience for innovation. *Springer Books*.
4. Bijalwan, P., Gupta, A., Johri, A. and Asif, M., 2024. The mediating role of workplace incivility on the relationship between organizational culture and employee productivity: a systematic review. *Cogent Social Sciences*, 10(1), p.2382894.
5. Bilad, D.I., Nugroho, A.H., Mujanah, S. and Fianto, A.Y.A., 2024. Optimization of Human Resource Strategies by Investigating Employee Work Safety, Physical Health, and Psychological Well-Being Within a Moderated Well-Being Framework. *Jurnal Ekonomi*, 13(04), pp.1258-1275.
6. Bollestad, V., Amland, J.S. and Olsen, E., 2022. The pros and cons of remote work in relation to bullying, loneliness and work engagement: A representative study among Norwegian workers during COVID-19. *Frontiers in psychology*, 13, p.1016368.
7. Cooper, A., Neal, A., Windsor, R., Lewis, R., Bansal, D. and Yarker, J., 2025. An integrated framework for disciplinary processes and the application of employee investigations. *British Journal of Healthcare Management*, 31(3), pp.1-15.
8. Diep, T.P.T. and Horváthová, P., 2026. Human resource management, employee well-being, and performance: A systematic review. *Human Systems Management*, 45(1), pp.89-108.
9. Gupta, N. and Gupta, A.K., 2025. Human Resource Management for Organisational Success. *Springer Books*.
10. Jehanzeb, K. and Mohanty, J., 2020. The mediating role of organizational commitment between organizational justice and organizational citizenship behavior: Power distance as moderator. *Personnel Review*, 49(2), pp.445-468.
11. Ju, B. and Pak, S., 2025. Managing cyber incivility in digital workplaces: a systematic review and HR strategies. *International Journal of Organizational Analysis*.
12. Kaur, H. and Malik, P., 2025. HR practices and subjective well-being: a systematic review and conceptual model based on the AMO framework. *Human Systems Management*, 44(6), pp.917-944.
13. Kaur, R., 2025. Human resource professionals as workplace conflict mediators: insights from the lived experiences of HR managers. *Journal of Organizational Effectiveness: People and Performance*, pp.1-19.
14. Kim, P., Cho, W. and Yang, I., 2024. Workplace disruption in the public sector and HRM practices to enhance employee resilience. *Review of Public Personnel Administration*, 44(1), pp.86-115.
15. Kumar, P.S., 2025. Digital Harassment in the Workplace: The Impact of Cyberbullying on Employee Well-Being and Engagement. *Asia pacific journal of information systems*, 35(1), pp.73-100.
16. Lesabe, R.A.F., 2022. *Strategic value of harmonious employment relations in the Information Communication and Technology sector* (Doctoral dissertation, University of Johannesburg).
17. Lewis, D. and Rayner, C., 2002. Bullying and human resource management: a wolf in sheep's clothing?. In *Bullying and emotional abuse in the workplace* (pp. 388-400). CRC Press.
18. Moustafa, M.A., Elrayah, M., Aljoghaiman, A., Hasanein, A.M. and Ali, M.A., 2024. How does sustainable organizational support affect job burnout in the hospitality sector? The mediating role of psychological capital. *Sustainability*, 16(2), p.840.
19. Negi, S., Sharma, V., Parmar, J.S. and Kumar, R., 2025. Twenty-five years of research on employee well-being: a systematic literature review and future research agenda. *International Journal of Organizational Analysis*, pp.1-49.

20. Ng, E.S., Stanton, P., Umeh, C., Bamber, G.J., Stone, D., Lukaszewski, K., Aw, S., Lyons, S., Schweitzer, L., Ren, S. and Özbilgin, M.F., 2025. Megatrends affecting the world of work: Implications for human resource management. *Personnel Review*, 54(5), pp.1113-1149.
21. Oruh, E.S., Egwuonwu, A., Egwuonwu, A. and Nwosu, C.E., 2024. Digital Human Resource and Employee Wellbeing: A Case for Responsible Digital Work Engagement in Nigeria. In *HRM 5.0: Unpacking the Digitalisation of Human Resource Management* (pp. 113-139). Cham: Springer Nature Switzerland.
22. Panda, M. and Puri, R., 2025. Workplace romance: a systematic literature review and future research agenda through a multidisciplinary lens. *Quality & Quantity*, pp.1-32.
23. Pandey, A., Grima, S., Pandey, S. and Balusamy, B. eds., 2024. *The role of HR in the transforming workplace: Challenges, technology, and future directions*. CRC Press.
24. Pestonjee, D.M., Pastakia, T.A. and Thanki, R., 2025. Importance of Psychology as a Discipline for Addressing Mental Health and Wellbeing at the Workplace in the Post Pandemic World. In *Building a Resilient and Responsible World: Psychological Perspectives from India* (pp. 277-291). Singapore: Springer Nature Singapore.
25. Rana, R. and Kumar, S., 2025. AI in human resource management: An interdisciplinary review and bibliometric analysis using SPAR-4-SLR. *Human Systems Management*, p.01672533251365116.
26. Saraiva, M. and Nogueiro, T., 2025. Perspectives and Realities of Disengagement Among Younger Generation Y and Z Workers in Contemporary Work Dynamics. *Administrative Sciences*, 15(4), p.133.
27. Shahzad, M.F., Martins, J.M., Rita, J., Xu, S. and Mushtaq, H.M., 2024. Assessing the impact of strategic HR practices on talent retention through job satisfaction and work engagement: Moderating role of psychological empowerment. *SAGE Open*, 14(3), p.21582440241281836.
28. Sharma, D., 2025. Humanizing the Hyperconnected Workplace: Human Resource Management Practices in Organization 5.0. In *Humanizing the Hyperconnected Workplace* (pp. 165-200). IGI Global Scientific Publishing.
29. Skiba, R., 2024. *Managing Employee and Industrial Relations*. After Midnight Publishing.
30. VIDHYA, V., 2025. *Human Resources Leadership for the Future*. Team Elite Publications.
31. Winardi, M.A., 2023. Managing organisational conflicts with emotional and cultural intelligence for employee well-being.
32. Zayid, H., Alzubi, A., Berberoğlu, A. and Khadem, A., 2024. How Do Algorithmic Management Practices Affect Workforce Well-Being? A Parallel Moderated Mediation Model. *Behavioral Sciences*, 14(12), p.1123.
33. Zhang, Y., Iqbal, S., Tian, H. and Akhtar, S., 2024. Digitizing success: Leveraging digital human resource practices for transformative productivity in Chinese SMEs. *Heliyon*, 10(17).