

# The Influence of Human Resource Management Practices on Employee Performance at Private Companies in Oman: Moderating Role of Organizational Politics

**Zulfat Abdullah Hussain Al-Busaidi<sup>1</sup>**

PhD Student, Graduate Business School, Universiti Tenaga Nasional (UNITEN), Putrajaya Campus, Jalan IKRAM-UNITEN, 43000 Kajang, Malaysia,

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

**Mohammad Nurul Alam<sup>3</sup>**

Research Director, Institute of Research & Skills Development (IORSD), Uttara, Dhaka, Bangladesh

[dmurulalam2020@gmail.com](mailto:dmurulalam2020@gmail.com)

**Rosima Binte Alias<sup>2</sup>**

Senior Lecturer, Graduate Business School, Universiti Tenaga Nasional (UNITEN), Putrajaya Campus, Jalan IKRAM-UNITEN, 43000 Kajang, Malaysia.

[rosima@uniten.edu.my](mailto:rosima@uniten.edu.my)

<sup>3</sup>Corresponding author: Research Director, Institute of Research & Skills Development (IORSD), Uttara, Dhaka, Bangladesh. Email: [dmurulalam2020@gmail.com](mailto:dmurulalam2020@gmail.com)

## Abstract

In Oman's private sector, one of the most pressing challenges is employee performance. As a result, the current research intends to analyse the moderating role of organisational politics in observing the impact of human resource management practices on employee performance. The research used a quantitative research design. Through an emailed survey questionnaire, 420 samples were collected using the convenience sampling technique. The acquired data was analysed using SPSS v23 and Smart-PLS 3.3.3, with the results revealing that of the 10 hypotheses given, all five direct associations found a significant positive relation. However, none of the five moderating hypotheses revealed significant with organisational politics. As a result, the findings might be useful to HR professionals, policymakers, and government agencies in Oman. The public sector companies and other HR variables that were not included in this study could be incorporated in a future study. Furthermore, the study was undertaken for the first time in Oman in selected private companies utilising Harvard Theory of HRM, and the use of organisational politics as a moderating variable made a significant contribution to the study.

## Keywords

HRM practices, organizational politic, employee performance, private companies, Oman

**To cite this article:** Al-Busaidi Z, A, H, Alias R, B, and Alam M, N. (2021). The Influence of Human Resource Management Practices on Employee Performance at Private Companies in Oman: Moderating Role of Organizational Politics. Review of International Geographical Education (RIGEO), 11(12), 1667-1683. Doi: 10.48047/rigeo.11.12.152

**Submitted:** 11-08-2021 • **Revised:** 05-09-2021 • **Accepted:** 13-11-2021

## Introduction

HRM practises are critical in the ability to produce a more intelligent, competent, and adaptable organisation than their competitors. This is due to their policies and practises in recruiting, training, and directing their best efforts to cooperate inside the organization's resource bundle. Due to its historical sensitivity of human resources and the social complex of policies and practises those rivals may not be able to mimic or replicate their diversity and depth. This might potentially improve the organization's performance and generate a competitive advantage (Emeagwal & Ogbonmwan, 2018). The advancement of HRM practises has made remarkable progress, notably in the private sector around the world. It is usual, especially in large firms, to have an entire department dedicated to managing all human resource procedures. This is due to the importance of human resources to the organisation. However, in order to improve their performance, the majority of private sector enterprises in Oman have yet to accept these methods (Fndkl, M.A. Yozgat, & Rofcanin, 2015). Some people favour trainings provided by institutes of public administration, implying that the public sector is overly reliant on it (Budhwar, Al-Yahmadi & Debrah 2002). Transforming a public-sector company into a private organisation capable of competing in a competitive market and dealing with market-force uncertainty necessitates enormous effort. This shift must be managed with care, and HRM could play an important part in the privatisation process (Biswas & Rahman, 2018). Despite the importance of HRM techniques in improving employee performance, Omani privatised enterprises pay little attention to HRM in order to ensure that their staff function effectively (Unnikammu.et.al., 2016). The lack of HR knowledge and ability in understanding socio-contextual elements has put Oman's businesses in a bind when it comes to dealing with change in their HR processes (Al Wahshi, 2016). More research is needed to better understand the dynamics of a unique Omani HRM model, and the knowledge collected will undoubtedly benefit the people management function and its role in achieving organisational performance and excellence in Oman (Sami, 2011). However, research on human resource management in the Arabian Gulf region, particularly in Oman, has begun to appear in the literature (Moideenkutty, Al-Lamki & Murthy, 2011). Starting in 1996, Oman enacted legislation for privatisation and put it into practise in various forms. It is still one of the most striking aspects of Oman's national economic policy. These HRM policies, which encompass selection, training and development, assessment, remuneration, promotion, incentives, work design, participation, involvement, communication, and employment security, will require a thorough investigation (Al-Lamki 2000; Aykan et al 2007). As a result, Oman places a premium on human resource training and development in order to achieve a high degree of efficiency and competence. Diversification, industrialization, technological innovation, and an increasingly competitive worldwide market are all factors that contribute to the focus on creating effective Omani human resources (Al-Hamadi, Budhwar, & Shipton, 2007). According to research, there is a link between human resource management techniques and employee performance. As a result, in order to boost company performance, management must cultivate skilled and talented personnel who are capable of successfully doing their jobs (Klein, 2004). Employees are regarded as the most important organisational assets in attaining competitive advantages. Practices in human resource management (recruiting, selecting, training, and guiding skilled personnel) have the potential to produce competent, intelligent, and flexible businesses (Kozlowski, 2011). HRM policies on hiring, training and development, performance appraisal, remuneration, promotion, incentives, work design, participation, involvement, communication, and job security, among other things, must be developed and implemented by HRM professionals (Al-Lamki 2000; Aykan et al 2007). Due to the private sector's incapacity to raise investment and management and technical expertise, the Omani government has assumed the lead in some sectors of the economy, such as health, education, transportation, and telecommunications. These are ascribed to a lack of good HRM functions, including recruitment and selection processes, adequate compensation, employee empowerment, staff training and development. Having these practises in place in the workplace can help these businesses operate better (Mahmood & Absar, 2015). Furthermore, only a few studies have been carried out to assess employee performance based on individual work performance. A considerable positive association between an organization's HRM practises and performance has been demonstrated by research (Zhang, Akhtar, Bal, Zhang & Talat, 2018). Some of these businesses are unaware of the importance of effectively managing their human resources, thus they entrust the implementation and enforcement of strategies, policies, processes, programmes, and practises to line managers and board of directors who are not HRM professionals (Jamali, Dirani & Harwood, 2015). Manzoor,

Wei, Bányai, Nurunnabi, & Subhan (2019) claim that certain HRM methods, such as training and development, performance appraisal, reward management, empowerment, and job design, have a substantial impact on employee performance in both public and private Omani enterprises. This research is guided by the present 'Oman Vision 2020,' which emphasises the need for the Omani economy to diversify through a process of Omanization, industrialization, and privatisation (Ulrichsen, K.2017). The goal of this research is to determine the link between HRM practises and employee performance in Oman's privatised enterprises. Furthermore, the study underlines the role of organisational politics in modulating the relationship between HRM practises and employee performance. Additionally, outside of the Western setting, there is a scarcity of research on organisational politics (Salem and David, 2011). We may argue that both public and private organisations have internal politics that influence employee performance indirectly. Employee performance will be influenced by the relationship between HRM practises and organisational politics, according to this study. This study assumes that, when compared to public enterprises, private companies have a more favourable organisational politics, which improves employee performance. As a result, the research question is: to what degree do HRM practises influence employee performance, and how is this influence mitigated by perceived organisational politics?

### **Harvard Theory as Underpinning Theory of Study**

Employee commitment, not control, is the goal of Harvard Theory. It also operates under the assumption that employees must be consistent, competent, and cost-effective. The Harvard Model of HRM focuses on the human (or soft) side of HRM and advises all managers in their interactions with employees. The Harvard model depicts HRM as a set of broad strategic choices made in response to organisational characteristics (such as stakeholders, business strategy and conditions, management philosophy, and technology) in the context of the external labour market and social, economic, and political conditions (Nankervis et al., 2011). The Harvard theory is built on two key pillars: first, line managers guarantee that personnel policies and competitive strategy are aligned, and second, the personnel mission is to establish policies that regulate how personnel activities are conceived and conducted in a mutually reinforcing manner. According to Harvard theory, HRM strategies, rules, and processes should prioritise employee influence and involvement. Employees are encouraged to offer their thoughts and participate in organisational consultation and decision-making procedures to the extent possible (Wilson, 2009). The Harvard HRM models tend to define the process of equating the different interests, which is predicted to influence the organization's choice of human resource management practise to policies, employee influence, organisational structures, incentive system, and human resource inflow and outflow (Beer, et al, 1999, Clark, 1999). The current study contends that managers must maintain the following HRM practises: training and development, remuneration, performance appraisal, and empowerment in order to positively influence employee performance. As a result, the model's emphasis is on soft HRM techniques, as the model focuses on people, based on person impact, work system, and human resource input and outflow. Consequently, focusing on people's outcomes through analytical tactics (Cakar, et al, 2003; Beer et al., 1999).

### **Employee Performance**

Employees' performance in their jobs has been a key worry for academics and business practitioners alike, with a focus on a fundamental challenge: determining the many strategies to enhance or improve employees' performance (Davidescu, Apostu, Paul & Casuneanu, 2020). Previous research defined work performance as employees' behaviours or actions that are related to the organization's objectives or goals (Stankevičius, Savanevicien, 2018). According to the authors, performance is defined as a variable with numerous dimensions and distinct components and aspects based on the work. Employee performance is decided during work performance reviews, according to Hettiararchchi and Jayarathna (2014), with an employer considering characteristics such as leadership skills, time management, organisational skills, and productivity to analyse each employee on an individual basis. Human resource management methods are well-known for being used to evaluate employee performance in the workplace. Therefore, the most common ways to enhance employee performance is to improve HRM procedures (Macke, Genari, 2019). The importance of employee performance is critical to organisations in order to

consider the cost of resources used as a measure of the quantity and quality of work completed, assist in surviving and excelling between firms, assist in assessing and achieving established performance goals, and finally, increase the efficiency of employee performance to make the right decisions (Idowu, 2017). Organizations require great performance from their personnel in order to reach their objectives and gain a competitive advantage (Gittell, Seidner & Wimbush, 2010). Borman and Motowidlo (1993) distinguish between performance and work. The technological core contributes to the work related to the human abilities through which the employee conducted activities. Performance is not only concerned with technical core features, but also with the psychological and social environments in which the organisation operates in order to achieve its goals. It entails actions such as assisting co-workers or being a trustworthy member of the organisation (Hamadamin & Atan, 2019). The objective of this study is to investigate on in-role job performance in Omani enterprises that had been privatised.

## **Practices in Human Resource Management (HRM)**

Due to ongoing worries about global competition, technological internalisation, and labour productivity through effective HRM practises, HRM has gained increased relevance (Bratton & Gold, 2006). Human resource management (HRM) practises are defined as procedures for attracting, developing, motivating, and retaining personnel in order to guarantee that an organization's human capital contributes to the attainment of its goals (Tan & Nasurdin, 2011). These market imperatives force managers to adapt the way they manage employment relationships in order to allow for the most efficient use of human resources. Traditional techniques to managing people, according to managers and academics, are ineffective and can no longer supply the services. Syed & Jamal, 2012; Alam & Alias, (2018) regard harnessing workers' full potential and developing the attitudes and behaviours to be essential for a competitive edge that demands effective HRM practises. Scholars in this field have attempted to link HRM practises to organisational success through time (Lepak, Takeuchi, & Snell, 2003), but there is still a lack of understanding of the employee elements involved in the HRM – performance linkage (Zhang & Morris, 2014; Hassan et al., 2019).

## **Employee performance in training and development**

Previous study has emphasized employee training and development as a key HRM practise for supporting ongoing employee improvement and long-term investment in employees' skills and competencies (Hameed & Waheed, 2011; Shah et al., 2021). Training and development programmes, as well as coaching, improve productivity. It also improved corporate citizenship behaviours (Hackman & Wageman, 2005). High levels of work satisfaction, organisational commitment, and staff retention are all linked to continuous investment in training and development opportunities (CHIB, 2019). As a result, for the current study, the following hypothesis is proposed:

H1: Training and development has a significant positive effect on employee performance

## **Employee Performance and Compensation Practices**

It has been discovered that remuneration schemes and employee performance have a substantial relationship (Hoque, Awang, Siddiqui & Sabiu, 2018; Alam, Alias & Azim, 2018). Paul and Vincent (2018), for example, discovered that a company's capacity to recruit, inspire, and retain employees by providing competitive compensation and appropriate awards is linked to its success and growth. Madhani (2015), on the other hand, discovered that the sales remuneration scheme has a considerable impact on individual salesperson performance and sales organisation effectiveness. As a result, in an increasingly competitive business environment, many organisations are seeking to identify creative pay systems that are directly tied to boosting employee performance on a global, regional, and local level (Jean, Ngui & Robert, 2017). As a result, the following hypothesis has been offered in the current study:

H2: Compensation practices has a significant effect on employee performance.

## **Employee Performance and Performance Appraisal**

Performance appraisal is also seen to have a direct impact on employee happiness and

motivation (Setiawati & Ariani, 2020; Alam, Azim & Alias, 2017). The employee's performance could be influenced by managerial information, ability, standards, commitment, and appraisals (Khan, 2017; Islam et al, 2018). According to research, a performance appraisal system establishes a link between supplemental pay and remunerates skilled employees, increasing their motivation and overall commitment (Ubeda & Santos, 2013; Alam, Hassan, Bowyer & Reaz, 2020). Performance appraisal has a favourable and significant association with employee performance, according to Shaukat & Surrayya and Aslam (2013). Performance appraisal has a considerable impact on employee performance, according to Muhammad (2014) and Arbaiy & Suradi (2007). Consequently, the following hypothesis has been established to investigate a selected group of private enterprises in Oman:

H3: Performance appraisal practices has a significant effect on employee performance

### **Job Design and Employee Performance**

The activities of workers, their obligations, the tasks required to do their work, and how those tasks and duties are structured and scheduled are all part of job design (Ali & Zia-ur-Rehman, 2014). It has been discovered that the immediate bond of task and goal setting can sometimes help to improve the level of performance, and the job design can increase not only the satisfaction but also the worth of performance (Malkanathi & Ali, 2016; Alam, Alias & Hassan, 2019). Alias, Othman, Hamid, Salwey, Romaiha, Samad, and Masdek (2018) found a link between job design and employee performance in Pakistan's FMCG sector. The authors believed that proper work design would aid in improving employee performance. As a result, setting Omani privatised enterprises as an example, the following hypothesis is offered:

H4: Job design has a significant impact on employee performance

### **Employee Performance and Employee Empowerment**

The relationship between psychological empowerment, job happiness, and performance among Filipino service members has been investigated by AlKahtani, Iqbal, Sohail, Sheraz, Jahan, Anwar, and Haider (2021). Psychological empowerment is found to be positively connected with performance in the study. Employee empowerment is found to be the key to boosting employee performance by Aguiar-Quintana, Araujo-Cabrera, and Park (2020). Furthermore, Andi Kele (2020) investigates the relationship between employee empowerment and innovativeness and discovered a substantial link. As a result, the current study proposes this hypothesis:

H5: Employee empowerment has a significant positive effect on employee performance

### **Moderating Role of Organisational Politics**

Many studies have discovered that perceptions of organisational politics have a moderating effect on the links between employee attitudes and their antecedents. Shrestha and Mishra (2015) discover that perceived organisational politics moderates the links between public service motivation and work satisfaction. Shrestha and Baniya (2016) found that perceived organisational politics moderates the connection between emotional intelligence and work satisfaction in another investigation. During the 2016-2017 academic year, Sharafi and Seyedameri (2019) looked into the moderating influence of organisational politics on the relationship between organisational justice and work satisfaction among the staff of Iran's ministry of sports and youths. Increased organisational politics could either improve or diminish the association between organisational justice and work happiness, according to the authors. As a result, the following hypotheses have been generated for this study:

H6: Organizational Politics has a significant moderating impact on the relationship between training and development and employee performance

H7: Organizational Politics has a significant moderating impact on the relationship between compensation practice and employee performance

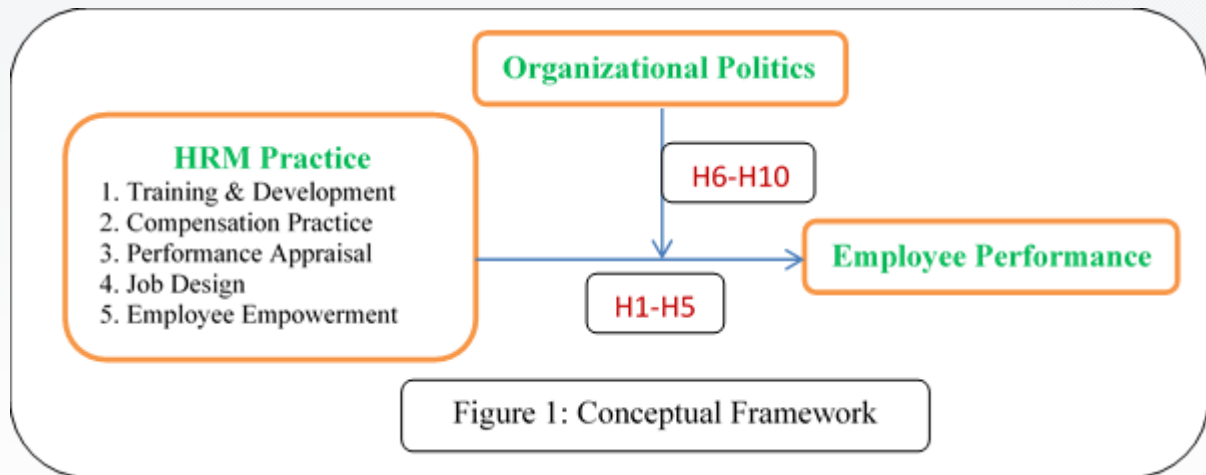
H8: Organizational Politics has a significant moderating impact on the relationship between performance appraisal and employee performance

H9: Organizational Politics have a significant moderating influence on the relationship between job design practices and employee performance

H10: Organizational Politics has a significant moderating effect on the relationship between employee empowerment and employee performance

## Conceptual Framework

A conceptual framework for the study has been developed based on the study's underpinning theory and the above discussed relationships, with employee training and development, compensation practise, performance appraisal, job design, and employee empowerment as independent variables, employee performance as a dependent variable, and organisational politics as a moderating variable. This is indicated in Figure 1.



## Research Methodology

Employees of Oman's selected eight private enterprises, including Oman Electricity Transmission, Oman Fisheries Company, Salalah Port, Sembcrob Salalah, Oman National Livestock, Nomac Oman, Al Maha Petroleum, and Sur Water Desalination, were surveyed for the current study. These businesses employ a total of 3519 people, however only 700 were chosen for data collection. The survey questionnaire was sent through email, but 440 were acknowledged, 20 of which were unusable for further research due to missing data and key informants who did not respond to the questionnaires. The others have not responded, despite the researcher's repeated attempts. Finally, a total of 420 questionnaires were processed for additional analysis, yielding a response rate of 60%. To boost the willingness of participants, the researcher promised to deliver the summary results of the research, which prompted them to participate in the research project, based on social exchange theory (Dillman, 1991; Im & Rai, 2008). Five-point Likert-type scales were utilised in the study. The six variables were assessed using the expressions "Strongly agree" (5) and "Strongly disagree" (1). All of the measurements are based on past research. For compensation practise, 6 items were adopted and adapted from the scale developed by Wilson (2003) and Maund (2001), 6 items from Chand & Katou (2007) and Jones & Wright (1992) for training and development, 15 items from Kanungo (1982) for employee empowerment, and 9 items from Morgeson & Humphrey for job design (2006), 7 employee performance items and were derived from Kacmar & Carlson (1997). Organization politics items were 15 and taken from Kacmar & Carlson (2012). The questionnaire's face and content validity were assured by the study's expert judges, who included academicians, managers, and field experts, and was pre-tested. This study looked at the reliability and Cronbach alpha coefficients for each scale, and found that they all met Nunnally's (1978) reliability limits, with coefficients of 0.70 or higher in all cases.

## Common Method Variance (CMV)

Harman's One-Factor Test was used in this study to identify prevalent technique bias (Podsakoff et al., 2003). However, the analysis revealed that there was no significant concern with common method variance in this study. If the total variation for a single element is less than 50%, CMV is unlikely to have an impact on the data. The total variance in this study was 43.051%, which is less than 50%, indicating that there is no CMV in the data (Podsakoff et al., 2003).

## Demographic profile of the respondents

Age, gender, position, marital status, employment type, educational level, and work experience are among the demographic characteristics of the respondents. The responses were divided into five age groups: 20-25 years old (9.79%), 26-33 years old (29.36%), 34-40 years old (33.17%), 42-50 years old (20.76%), and over 50 years old (6.92%). The age group 34-40 years old has the highest presence (33.17%), while those over 50 years old have the lowest percentage (6.92%). The second demographic profile is gender, which shows that men outnumber women. Males made up 74.70% of the total, while females made up 25.30%. The third category included answers from a wide range of positions, including technical (12.89%), first-line employee (21.48%), engineer (17.42%), supervisor (17.42%), department head (10.98%), and others (19.81%). Marital status was the fourth demographic characteristic, with married respondents accounting for 71.12% percent, single respondents for 22.91%, and divorced respondents for 5.97%. The fifth demographic feature was employment type, with full-time jobs outnumbering part-time jobs. The percentage of full-time employees was 89.02 percent, while the percentage of part-time employees was 10.98 percent. The sixth demographic characteristic was educational level, which included high school/diploma (26.73%), undergraduate (45.82%), master's (23.15%), and PhD (23.15%). (4.30 percent). Work experience was the last demographic profile, with 1-3 years (12.65 percent), 4-7 years (29.59 percent), 8-15 years (33.41 percent), and 16+ years being the most common (24.34 percent).

## Assessment of the measurement model

Cronbach's and composite reliability are evaluated for construct reliability and items loadings Average Variance Extracted (AVE) is checked for convergent validity, and HTMT is measured for discriminant validity to validate the measurement model.

**Table 1:**

Internal consistency and convergence validity results

Constructs / Items	F.L	CA	CR	AVE
Compensation Practice		0.888	0.915	0.643
CP1	0.720			
CP2	0.860			
CP3	0.710			
CP4	0.861			
CP5	0.849			
CP6	0.796			
Emp. Empowerment		0.950	0.952	0.571
E1	0.742			
E10	0.821			
E11	0.816			
E12	0.706			
E13	0.784			
E14	0.804			
E15	0.815			
E2	0.805			
E3	0.808			
E4	0.577			
E5	0.824			
E6	0.531			
E7	0.728			
E8	0.696			
E9	0.799			
Employee Performance		0.910	0.930	0.657

EP1	0.808			
EP2	0.872			
EP3	0.852			
EP4	0.855			
EP5	0.805			
EP6	0.585			
EP7	0.857			
Job Design		0.934	0.944	0.655
JD1	0.867			
JD2	0.834			
JD3	0.867			
JD4	0.770			
JD5	0.826			
JD6	0.821			
JD7	0.578			
JD8	0.868			
JD9	0.815			
Org. Politics		0.972	0.954	0.585
OP1	0.684			
OP10	0.872			
OP11	0.882			
OP12	0.895			
OP13	0.863			
OP14	0.835			
OP15	0.682			
OP2	0.652			
OP3	0.858			
OP4	0.846			
OP5	0.677			
OP6	0.653			
OP7	0.653			
OP8	0.702			
OP9	0.622			
Performance Appraisal		0.919	0.937	0.712
PA1	0.772			
PA2	0.819			
PA3	0.870			
PA4	0.878			
PA5	0.863			
PA6	0.858			
Training & Development		0.928	0.944	0.736
TD1	0.847			
TD2	0.862			
TD3	0.877			
TD4	0.882			
TD5	0.812			
TD6	0.867			

CR: Composite Reliability; AVE: Average Variance Extracted; CA: Cronbach's Alpha



Table 1 shows the outcome of PLS measurement analysis, the absolute correlation between the construct and its measuring items, which shows that the factor loading ranged from 0.531 to 0.895, which was higher than Churchill's (1979) minimal threshold requirement (1998). The outside loadings of the measurement model are depicted in Figure 2. Cronbach's alpha and composite dependability were both greater than the cut-off value of 0.70. (Nunnally and Bernstein, 1994; Cronbach, 1951). Every latent variable's Average Variation Extracted (AVE) was more than the required threshold of 0.5 (50 percent), indicating that on average, each construct could explain more than half of the variance to its measuring items (Hair et al., 2017).

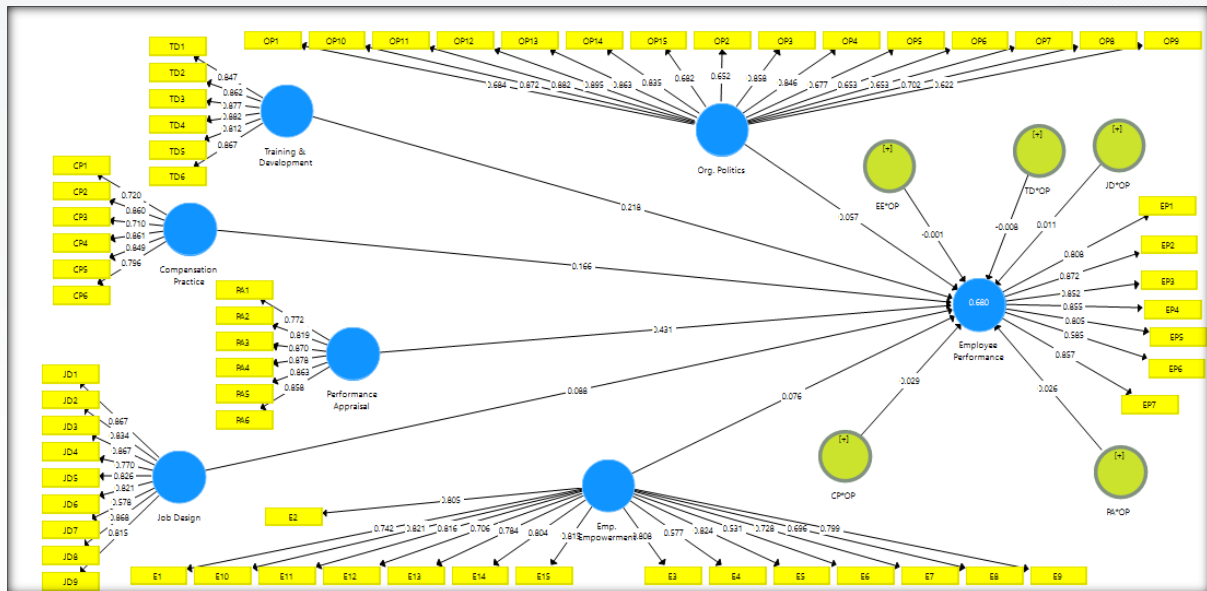


Figure 2: Measurement model with outer loadings from PLS-Algorithm

HTMT was used to assess the constructs' discriminant validity. For appropriate discriminant validity of the constructs, Henseler et al. (2015) recommended that the HTMT values be less than 0.90. The maximum threshold value for this study was 0.840, which is less than 0.90 (Table 2) and complies with discriminant validity.

Table 2: HTMT results

Constructs	CP	EE	EP	JD	OP	PA	TD
Compensation Practice (CP)							
Emp. Empowerment (EE)	0.339						
Employee Performance (EP)	0.776	0.344					
Job Design (ED)	0.256	0.260	0.314				
Org. Politics (OP)	0.155	0.210	0.172	0.056			
Performance Appraisal (PA)	0.822	0.307	0.841	0.220	0.181		
Training & Development (TD)	0.840	0.318	0.788	0.306	0.197	0.817	

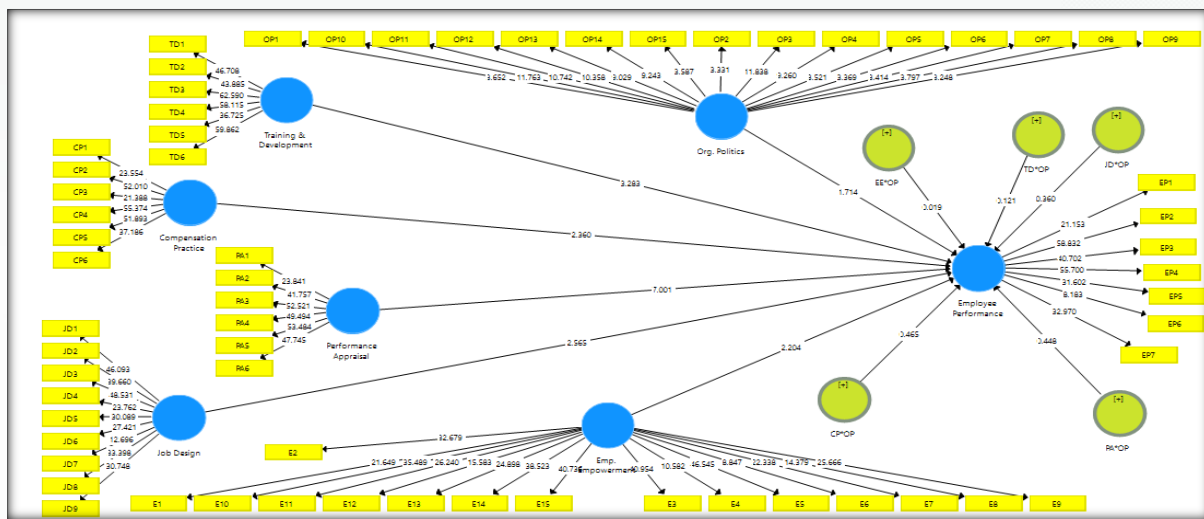
### Direct effect (path coefficient) analysis

Since PLS does not require any distribution assumptions, the bootstrapping approach was used to estimate t statistics and confidence intervals, according to Chin (1998). The regression coefficient ( $\beta$ ) was used to investigate all of the hypothetical paths in the framework. The path coefficient assessment result in Table 3 showed that all five hypotheses were supported. The supported hypotheses are statistically significant at the 0.05 level, have predicted sign directions (positive), and have a route coefficient value ( $\beta$ ) ranging from 0.076 to 0.431. All five direct correlations were

significant in Table 3 since the p value was less than 0.05 and the t-value was more than 1.96, as seen in Figure 3.

**Table 3:**  
Direct hypotheses results

Hypotheses	OS	SM	T	P	Decision
Com. Practice -> Emp. Performance	0.166	0.178	2.360	0.019	Significant
Emp. Empowerment -> Emp. Performance	0.076	0.075	2.204	0.028	Significant
Job Design -> Emp. Performance	0.088	0.089	2.565	0.011	Significant
Perf. Appraisal -> Emp. Performance	0.431	0.413	7.001	0.000	Significant
Train. & Development -> Emp. Performance	0.218	0.217	3.283	0.001	Significant



**Figure 3:** Structural Model with t-values (Bootstrapping result)

**Moderation Effect Results**

After looking at the direct path correlations, the moderating effect of Organization Politics was investigated. The Bootstrapping technique was utilised to observe the moderating effect in this study. If the independent or moderator variables are both continuous, this strategy is commonly recommended (Henseler & Fassott, 2010). Table 4 reveals that none of the five moderating hypotheses were statistically significant because their t-values were less than 1.96 and their p-values were more than 0.05. It means that the relationship between HRM practise (training and development, remuneration package, performance appraisal, job design, and employee empowerment) and employee performance is not considerably moderated by organisational politics.

**Table 4:**  
Moderation effect results

Hypotheses	OS	SM	T	P	Decision
TD*OP -> Employee Performance	-0.008	-0.022	0.121	0.904	Not Significant
CP*OP -> Employee Performance	0.029	0.028	0.465	0.642	Not Significant
PA*OP -> Employee Performance	0.026	0.039	0.448	0.654	Not Significant
EE*OP -> Employee Performance	-0.001	0.001	0.019	0.985	Not Significant
JD*OP -> Employee Performance	0.011	0.017	0.360	0.719	Not Significant

## Discussion

Training & development, compensation practise, performance appraisal, job design, employee empowerment, organisational politics, and employee performance are among the studied constructs that indicate direct and moderating linkages. Harvard Theory served as the foundation. The HR practise structures, as well as the positive experience of the variables, would naturally lead to the formation of an obligation for employees to reciprocate through a higher level of commitment, which would lead to higher performance. Training and development, remuneration practises, performance appraisal, employee empowerment, and job design, according to the Harvard Theory, are the essential responsibilities in motivating people and demonstrating more devotion to their work. Employees are engaged in order to increase performance through the motivating process, according to the Harvard Theory. The moderator organisational politics is used in this study to look at the moderating linkages between training and development, employee empowerment, job design, and employee performance. The first relationship has been explored as it focuses on the effect of training and development on employee performance in a sample of private and government-owned enterprises in Oman, which comprises a study of training and development and employee performance. According to the findings, there is a statistically significant positive relationship between the two constructs, demonstrating that training and development has a favourable impact on employee performance. The findings are consistent with Hackman and Wageman's (2005) analysis, which found a favourable correlation between training and development and employee performance across industries. The study's findings suggest that when management commits to provide adequate training and development to their personnel, performance improves. As a result, delivering effective staff training and development becomes a fundamental driving force for the most efficient firms. Employee performance is inextricably linked to training and development; thus, it plays a critical role in work performance and other activities (Weber and Tarba, 2010). The second hypothesis investigates the link between remuneration practises and employee performance in Oman's private sector. The findings backed up the idea, as did previous research by Akter and Husain (2016). The current study's findings corroborate the notion by revealing a substantial positive association between remuneration package and employee performance. According to the argument, if workers are well compensated, they can focus on their work without being distracted by thoughts of money, which improves employee performance. Previous research, such as Hameed, Ramzan, and Zubair (2014), has discovered a significant link between remuneration and employee performance. According to the findings of the third relationship analysis, "performance appraisal processes in selected private enterprises in Oman show a substantial positive link with employee performance." The evidence revealed in the path coefficient from performance appraisal procedures to employee performance supports the third hypothesis, according to the findings. The findings support Al-Jedaia & Mehrez's (2020) report, which found a link between performance appraisal techniques and employee performance. Furthermore, theoretical perspectives and empirical evidence demonstrate that performance appraisal techniques and employee performance have a beneficial link (Idowu, 2017). Both performance appraisal and employee performance are critical factors in an organisation, according to Kihama & Wainaina (2019). If the organisation wants to have a positive impact on employee performance, it must improve employee performance appraisals on a regular basis to guarantee that employee performance remains at the desired level. The fourth hypothesis investigates the link between job design and employee performance in Oman's private sector. The results, however, validated the hypothesis, and even though past studies by Ali.et.al (2014) and Abid, Sarwar, Imran, Jabbar, & Hannan (2013) found a substantial positive association between work design and employee performance, the current study's findings back up the notion. Employee work design that is efficient and effective has a beneficial impact on employee performance. Employee job design may boost employee knowledge and learning, and task change affects employee performance, according to the study. Work enlargement is a component of job design that has been shown to be a strong predictor of employee performance. The study suggests that job expansion influences employee performance, and that the use of skills, work diversity, and job scope all have an impact on employee performance. If job enrichment is included in the job design, it may have a major impact on employee performance. The study's fifth relationship looked into whether employee empowerment has a significant positive link with employee performance, and the findings back up this claim. As more decision-making duty is concerned through empowerment, the results

indicate that employees need to be given more authority to make independent decisions. There's no denying that empowerment is achieved through objective and structural organisational changes that make it easier for people to make decisions and have greater influence at work. When empowerment projects are undertaken, considerations for some of the organization's internal resistance should, of course, be taken into account. Employees' resistance to change is usually due to their conditioned behaviour of obeying orders, as well as their aversion to collaborating with others and their unwillingness to embrace additional responsibilities and risks in the workplace. Such challenges exist in any organisation and should be acknowledged as normal. They are expected to be solved by the empowerment project team's common goal, intensive organisational support, knowledge, constant learning, and institutional acknowledgment. A successful empowerment initiative, as a major organisational challenge, results in increased employee self-efficacy and the elimination of situations that generate restlessness and helplessness. It also achieves work mastery by ensuring that roles are clarified, that jobs are enhanced, and that adequate training is provided. Empowerment also provides career planning, rewards, and welfare to its employees, as well as counselling, motivation, and appraisal strategies, as well as social reinforcement and persuasion in the workplace. Employees will gradually begin to feel valued, competent, and that the jobs they are performing have such enormous meaning and influence if empowerment measures are used, and they will continue to believe that they have so many opportunities to utilise their abilities if they are properly empowered. In exchange, individuals are expected to adjust their behaviours to better utilise their abilities in the workplace, and such employee-driven improvements are supposed to contribute to the organization's effectiveness and efficiency. The sixth, seventh, eighth, ninth, and tenth research hypotheses seek to determine the moderating impact of organisational politics on the relationship between HR practise (training and development, compensation package, performance appraisal, job design, and employee empowerment) and employee performance in a sample of private and government-owned companies in Oman. There are five hypotheses proposed for the study under these objectives, and the results revealed that none of them are supported, even though prior studies by Blau (1973), Friedkin (1983, 1998), and Krackhardt (1992) have found a significant moderating effect of organisational politics on HR practise (training & development, compensation package, performance appraisal, employee empowerment, and job design) and the performance of the employee. Therefore, the current study's findings do not align with the previous research. Thus, the current study's findings could be added to the existing body of information. However, while many other studies, such as the one mentioned above, have found a significant impact of organisational politics as a moderator or predictor, the current study, which was conducted on a small number of companies in Oman, found no such effect between HR practise (training and development, compensation package, performance appraisal, employee empowerment, and job design) and employee performance. As a result, it can be stated that, although organisational politics predicts a key moderating component in some contexts and situations, it has no influence as a moderator in the current study. Thus, in the case of private enterprises in Oman, organisational politics had no moderating effect on the link between HR practise (training & development, remuneration package, performance appraisal, employee empowerment, and job design) and employee performance. This is new information that has been added to the current global literature.

## Theoretical Contribution

This study has placed the Harvard Theory of HRM to a more rigorous test. These theories show that integrating HR elements can boost employee performance (training & development, compensation package, performance appraisal, job design, and employee empowerment). A distinct study on Harvard Theory of HRM has had a substantial relevant outcome in terms of employee performance up to this point. Employee HR variables (training and development, remuneration package, performance appraisal, employee empowerment, and work design) are linked to the concepts proposed by these underlying theories and models, according to the research. Due to the study's limited scope, the researcher believes it is vital to evaluate the theory in the context of the research, and observes that similar theories are also beneficial in middle-east countries such as Oman in terms of employee performance and incorporating relevant HR elements (training & development, compensation package, performance appraisal, job design, and employee empowerment). In reality, the findings of this research have led to the development of the Harvard Theory of Human Resource Management. It is a blend of the Harvard

Theory of HRM's principles and components. According to the study, several HR aspects (training & development, remuneration package, performance appraisal, employee empowerment, and job design) and employee performance must be sufficiently motivated for improved performance and total job satisfaction. HR variables (training & development, remuneration package, performance appraisal, employee empowerment, and job design) naturally and freely drive people in an ideal workplace.

## Practical Contribution

The research findings have been found to have made a substantial contribution to HR factors in selected private organisations in Oman, as they have called attention to several critical issues related to the growth of worker motivation for improving employee performance. In terms of practical application, this study undoubtedly benefits the selected private enterprises in Oman. HR elements (training & development, remuneration package, performance appraisal, job design, and employee empowerment), organisational politics, and employee performance were discovered to be important structures in the selected private enterprises in Oman. The research's conclusions are beneficial to all stakeholders in the selected enterprises in Oman, ranging from private businesses to the government. As a result, the owners and other stakeholders of the selected private enterprises in Oman can take significant and necessary action in practical ways to achieve improved results. This study makes an important contribution by recognising the importance of chosen private enterprises in Oman. Finally, we anticipate that our research will motivate chosen private companies in Oman to take quick action and prepare the industry to compete with local firms. Furthermore, the research will be beneficial not just to Oman's practitioners and academics, but also to the rest of the world.

## Limitations of the Study and further research directives

The first disadvantage of the study is that it only looked at employee performance in a few commercial and government-owned enterprises in Oman. While HR practise elements such as training and development, remuneration package, performance appraisal, job design, and employee empowerment have an impact on employee performance, other factors may also play a role. The findings of this study are limited in their generalizability due to the exclusion of other possible HR variables. The second constraint stems from the study's concentration on employees of private enterprises in Oman, with employees of public limited companies being excluded. Its quantitative nature, which relied on survey data for statistical analysis, is also a weakness. A qualitative or mixed-method study, on the other hand, could focus on the same topic and be conducted in Oman. As a result, it is suggested that more study be conducted with the addition of public limited firms, with a larger sample size to increase the generality of the results. A comparative study of employee performance in private limited companies and public limited companies, as well as HR practise (training and development, compensation package, performance appraisal, job design, and employee empowerment) in private limited companies and public limited companies, could be used to guide future research. Another study might be conducted to compare employee performance between companies based in Muscat, Oman's capital city, and enterprises based in other cities in the country.

## References

- Abid, A. M., Sarwar, A., Imran, K., Jabbar, A., & Hannan, A. (2013). Effect of job design on employee satisfaction (A study of fertilizer companies listed in Lahore Stock Exchange). *European Journal of Business and Management*, 5(19), 1-7.
- Aguiar-Quintana, T., Araujo-Cabrera, Y., & Park, S. (2020). The sequential relationships of hotel employees' perceived justice, commitment, and organizational citizenship behaviour in a high unemployment context. *Tourism Management Perspectives*, 100676
- Akter, N., & Husain, M. M. (2016). Effect of compensation on job performance: An empirical study. *International journal of engineering technology, management and applied sciences*, 4(8), 103-116.
- Al Wahshi, A. S. (2016). Human resource planning practices in the Omani Public Sector: An exploratory study in the Ministry of Education in the Sultanate of Oman.

- Alam, M. N., & Alias, R. (2018). The mediating role of employee work motivation in the relationship between social compliance and employee productivity: A conceptual framework. *International Journal of Development and Sustainability*, 7(10), 2528-2540.
- Alam, M. N., Alias, R. B., & Azim, M. T. (2018). Social Compliance Factors (SCF) Affecting Employee Productivity (EP): An Empirical Study on RMG Industry in Bangladesh. *Pacific Business Review International*, 10(8), 87-96.
- Alam, M. N., Alias, R. B., & Hassan, M. (2019). Impact of social compliance on employee motivation: An empirical study. *International Journal of Advanced Science and Technology*, 28(11), 42-50.
- Alam, M. N., Azim, M. T., & Alias, R. B. (2017). Social compliance in ready-made garment industry in Bangladesh: Challenges for HR personnel. *Journal of Applied Environmental and Biological Sciences*, 7(10), 8-18.
- Alam, M. N., Hassan, M. M., Bowyer, D., & Reaz, M. (2020). The Effects of Wages and Welfare Facilities on Employee Productivity: Mediating Role of Employee Work Motivation. *Australasian Accounting, Business and Finance Journal*, 14(4), 38-60.
- Al-Hamadi, A. B., Budhwar, P. S., and Shipton, H. (2007). Management of human resources in Oman. *The International Journal of Human Resource Management*, 18(1), 100-113.
- Ali, N., & Zia-ur-Rehman, M. (2014). Impact of job design on employee performance, mediating role of job satisfaction: A study of FMCG's sector in Pakistan. *International Journal of Business and Management*, 9(2), 70.
- Ali, N., & Zia-ur-Rehman, M. (2014). Impact of job design on employee performance, mediating role of job satisfaction: A study of FMCG's sector in Pakistan. *International Journal of Business and Management*, 9(2), 70.
- Alias, N. E., Othman, R., Hamid, L. A., Salwey, N. S., Romaiha, N. R., Samad, K. A., & Masdek, N. R. N. (2018). Managing job design: The roles of job rotation, job enlargement and job enrichment on job satisfaction. *Journal of Economic & Management Perspectives*, 12(1), 397-401.
- Al-Jedaia, Y., & Mehrez, A. (2020). The effect of performance appraisal on job performance in governmental sector: The mediating role of motivation. *Management Science Letters*, 10(9), 2077-2088.
- AlKahtani, N., Iqbal, S., Sohail, M., Sheraz, F., Jahan, S., Anwar, B., & Haider, S. (2021). Impact of employee empowerment on organizational commitment through job satisfaction in four and five stars hotel industry. *Management Science Letters*, 11(3), 813-822.
- Al-Lamki, S. M. (2000). Omanization: A three tier strategic framework for human resource management and training in the Sultanate of Oman. *Journal of Comparative International Management*, 3(1).
- Andi Kele, A. T. (2020). Employee empowerment in luxury hotels in East Malaysia (Doctoral dissertation, The University of Waikato).
- Arbaily, N., & Suradi, Z. (2007). Staff performance appraisal using fuzzy evaluation. *International Federation for Information Processing*, 247: 195-203.
- Aycan, Z., Al-Hamadi, A. B., Davis, A., & Budhwar, P. (2007). Cultural orientations and preferences for HRM policies and practices: the case of Oman. *The international journal of human resource management*, 18(1), 11-32.
- Beer M Spector B, Lawrence PR, Mills DO and Walton RE. (1999) A Conceptual overview of HRM in Poole (ED), *Human Resource Management, Critical Perspectives on Business and Management*, Vol.1, pp30-51.
- Biswas, B. D., & Rahman, M. M. (2018). Major challenges of public administration in Bangladesh: Few observations and suggestions. *International Journal of Emerging Trends in Social Sciences*, 2(2), 74-93.
- Bratton J and Gold J. (2003) *Introduction to Human Resource Management, Theory and Practice*, 3rd edition, Palgrave Macmillan.
- Budhwar, P. S., Al-Yahmadi, S., & Debrah, Y. (2002). Human resource development in the Sultanate of Oman. *International Journal of Training and Development*, 6(3), 198-215.
- Caker F, Bititic US and MacBryde J. (2003) A Business Approach to Human Resource Management, *Business Process Management Journal*, Vol.9 No. 2, pp190-207.
- Chand, M., & Katou, A. A. (2007). The impact of HRM practices on organisational performance in the Indian hotel industry. *Employee Relations*, 29(6), 576-594.
- CHIB, D. S. (2019). Facilitating Employee Retention through Employee Engagement and Organization Commitment. *Journal of Information and Computational Science*, 9(9).

- Chin W. W. (1998). "The partial least squares approach to structural equation modelling," in *Modern Methods for Business Research*, G. A. Marcoulides, Ed., pp. 295–336, Erlbaum, Mahwah, NJ, USA, 1998.
- Clark T. (1999) *European Human Resource Management*, Great Britain: T.J. Press (Padstow) Ltd.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *psychometrika*, 16(3), 297-334.
- Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.
- Dillman, D. A. (2011). *Mail and Internet surveys: The tailored design method--2007 update with new Internet, visual, and mixed-mode guide*. John Wiley & Sons.
- Emeagwal, L.; Ogbonmwan, K.O (2018). Mapping the perceived role of strategic human resource management practices in sustainable competitive advantage. *Acad. Strateg. Manag. J.*, 17, 1–9.
- Findıklı, M.A.; Yozgat, U.; Rofcanin, Y (2015). Examining organizational innovation and knowledge management capacity the central role of strategic human resources practices (SHRPs). *Procedia Soc. Behav. Sci.*, 181, 377–387.
- Gittell, J. H., Seidner, R., & Wimbush, J. (2010). A relational model of how high-performance work systems work. *Organization science*, 21(2), 490-506.
- Hackman, J. R., and R. Wageman (2005). A theory of team coaching. *Academy of Management Review* 30: 269-287.
- Hackman, J. R., and R. Wageman (2005). —A theory of team coaching. *Academy of Management Review* 30: 269-287.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., & Thiele, K. O. (2017). Mirror, mirror on the wall: a comparative evaluation of composite-based structural equation modeling methods. *Journal of the academy of marketing science*, 45(5), 616-632.
- Hamadamin, H. H., & Atan, T. (2019). The impact of strategic human resource management practices on competitive advantage sustainability: The mediation of human capital development and employee commitment. *Sustainability*, 11(20), 5782.
- Hameed, A., & Waheed, A. (2011). Employee development and its effect on employee performance a conceptual framework. *International journal of business and social science*, 2(13).
- Hameed, A., Ramzan, M., & Zubair, H. M. K. (2014). Impact of compensation on employee performance (empirical evidence from banking sector of Pakistan). *International journal of business and social science*, 5(2).
- Hassan, M., Jambulingam, M., Alagas, E. N., & Alam, M. N. (2019). Necessities of Combating Dissatisfactions at Workplaces for The Retention of Job-Hopping Generation Y Employees. *The Business & Management Review*, 10(3), 369-378.
- Henseler, J., & Fassott, G. (2010). Testing moderating effects in PLS path models: An illustration of available procedures. In *Handbook of partial least squares* (pp. 713-735). Springer, Berlin, Heidelberg.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, 43(1), 115-135.
- Hettiarachchi, H. A. H., & Jayarathna, S. M. D. Y. (2014). The effect of employee work related attitudes on employee job performance: A study of tertiary and vocational education sector in Sri Lanka. *IOSR journal of Business and management*, 16(4), 74-83.
- Hoque, A. S. M. M., Awang, Z. B., Siddiqui, B. A., & Sabiu, M. S. (2018). Role of employee engagement on compensation system and employee performance relationship among telecommunication service providers in Bangladesh. *International Journal of Human Resource Studies*, 8(3), 1937-1937.
- Idowu, A. (2017). Effectiveness of performance appraisal system and its effect on employee motivation. *Nile Journal of Business and Economics*, 3(5), 15-39.
- Idowu, A. (2017). Effectiveness of performance appraisal system and its effect on employee motivation. *Nile Journal of Business and Economics*, 3(5), 15-39.
- Im, G., & Rai, A. (2008). Knowledge sharing ambidexterity in long-term interorganizational relationships. *Management science*, 54(7), 1281-1296.
- Islam, M. A., Jantan, A. H., Aldaihani, F., Rahman, M. A., Khan, A. M., Shahin, S., & Alam, M. N. (2018). Impact of empowerment, flexibility and trust on women's access to senior positions

- in RMG industry of Bangladesh. *International Journal of Entrepreneurship*, 22(3).
- Jamali, D. R., El Dirani, A. M., & Harwood, I. A. (2015). Exploring human resource management roles in corporate social responsibility: The CSR-HRM co-creation model. *Business Ethics: A European Review*, 24(2), 125-143.
- Jean, K. N., Ngui, T. K., & Robert, A. (2017). Effect of compensation strategies on employee performance: A Case Study of Mombasa Cement Limited. *International Journal of Innovative Social Sciences & Humanities Research*, 5(3), 25-42.
- Jones, G. R., & Wright, P. M. (1992). An economic approach to conceptualizing the utility of human resource management practices. *Research in personnel and human resources management*, 10, 271-299.
- Kacmar, K. M., & Carlson, D. S. (1997). Further validation of the perceptions of organizational politics scale (POPS): A multiple sample investigation. *Journal of Management*, 23, 627-658.
- Kanungo, R. N. (1982). Measurement of job and work involvement. *Journal of applied psychology*, 67(3), 341.
- Khan, Z. (2017). Impact of performance appraisal on employees' performance including the moderating role of motivation: A survey of commercial banks in Dera Ismail Khan, Khyber Pakhtunkhwa, Pakistan. *Universal journal of industrial and business management*, 5(1), 1-9.
- Kihama, J. W., & Wainaina, L. (2019). Performance appraisal feedback and employee productivity in water and sewerage companies in Kiambu County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(5), 376-393.
- Klein, K. (2004) Investigating the Use of Human Resource Management Best Practice in New Zealand Firms. *Ota. Manage. Grad. Rev. J.* 2:39-68
- Kozlowski, S. W. (2011). *Workforce effectiveness: acquiring human resources and developing human capital*. National Academies Press: Washington, DC.
- Lepak, D. P., Takeuchi, R., & Snell, S. A. (2003). Employment flexibility and firm performance: Examining the interaction effects of employment mode, environmental dynamism, and technological intensity. *Journal of Management*, 29, 681–703.
- Liao, C. W., Lu, C. Y., Huang, C. K., & Chiang, T. L. (2012). Work values, work attitude and job performance of green energy industry employees in Taiwan. *African Journal of Business Management*, 5299-5318
- Macke, J.; Genari, D (2019). Systematic literature review on sustainable human resource management. *J. Clean. Prod.* 2019, 208, 806–815
- Madhani, P. M. (2015). Sales compensation strategy: An optimal design of pay level and pay mix. *Compensation & Benefits Review*, 47(3), 107-120.
- Mahmood, M., & Nurul Absar, M. M. (2015). Human resource management practices in Bangladesh: Current scenario and future challenges. *South Asian Journal of Human Resources Management*, 2(2), 171-188.
- Malkanathi, S. P. S., & Ali, M. A. M. H. (2016). Impact of job design on employees' performance in people's banks of Ampara district.
- Manzoor, F., Wei, L., Bányai, T., Nurunnabi, M., & Subhan, Q. A. (2019). An examination of sustainable HRM practices on job performance: An application of training as a moderator. *Sustainability*, 11(8), 2263.
- Mayson, S., & Barrett, R. (2017). A new argument using embeddedness and sensemaking to explain small firms' responses to employment regulation. *Human Resource Management Journal*, 27(1), 189-202.
- Moideenkutty, U., Al-Lamki, A., & Sree Rama Murthy, Y. (2011). HRM practices and organizational performance in Oman. *Personnel Review*, 40(2), 239-251.
- Morgeson, F. P., and S. E. Humphrey (2008). Job and Team Design: Toward a More Integrative conceptualization of Work Design. *Research in Personnel and Human Resources Management* 27: 39–91.
- Muhammad, F. U. (2014). Role of Performance Appraisal System on Employees Motivation. *Journal of Business and Management*, 8 (4), 66-83.
- Nankervis et.al (2011). *Human Resource Management: Strategy and Practice*, (7th ed) Cengage Learning, Melbourne, Australia
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychological theory*. New York, NY: MacGraw-Hill, 131-147.
- Park, J., & Lee, K. H. (2020). Organizational politics, work attitudes and performance: the moderating role of age and public service motivation (PSM). *International Review of Public Administration*, 25(2), 85-105.



- Paul, A. K., & Vincent, T. N. (2018). Employee motivation and retention: issues and challenges in startup companies. *Int. J. Creat. Res. Thoughts*, 6, 2050-2056.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903. doi: 10.1037/0021-9010.88.5.879
- Sami A. Khan (2011). Convergence, Divergence or Middle of the Path: HRM Model for Oman. *Journal of Management Policy and Practice* vol. 12(1) 2011.
- Setiawati, T., & Ariani, I. D. (2020). Influence of performance appraisal fairness and job satisfaction through commitment on job performance. *Review of Integrative Business and Economics Research*, 9(3), 133-151.
- Shah, K., Johari, J., Mariapan, M, Alam, M. N.,, Emang, D., Rosli, Z., Kohdi, M. (2021). Influence of intrinsic, extrinsic and apathetic motivation on local community intentions to participate in ecotourism development at kuching wetlands national park, Sarawak, Malaysia, *The Malaysian Forester*, 2021, 84 (2), 215-232.
- Sharafi. H and Seyedameri. M (2019). Thhe Moderating Role Of Organizational Politics Perception In The Relationship Between Organizational Justice And Job Satisfaction Of The Staff Of Iran's Ministry Of Sports And Youths. *Academy Of Strategic Management Journal*, Vol (18), Iss (1).
- Shaukat, M.M. & Surrayya Aslam (2013). Performance Appraisal and Employee Motivation. A comparative analysis of Telecom Industry in Pakistan. *Pakistan Journal of social Sciences (PJSS)* Vol. 33, No.1 Pp. 179-189.
- Shrestha, A. K., & Baniya, R. (2016). Emotional intelligence and employee outcomes: Moderating role of organizational politics. *Business Perspectives and Research*, 4(1), 15-26.
- Shrestha, A. K., & Mishra, A. K. (2015). Interactive effects of public service motivation and organizational politics on Nepali civil service employees' organizational commitment. *Business Perspectives and Research*, 3(1), 21-35. doi: 10.1177/2278533714551862
- Stankevičiūtė, Savanevičienė (2018). Designing Sustainable HRM: The Core Characteristics of Emerging Field. *Sustainability* 2018, 10, 4798
- Syed, Z. J. W., & Jamal, W. (2012). Universalistic perspective of HRM and organizational performance: meta-analytical study. *International Bulletin of Business Administration*, 13(4), 45-57.
- Tan, C. L., & Nasurdin, A. M. (2011 ). Human resource management practices and organizational innovation: assessing the mediating role of knowledge management effectiveness. *The Electronic Journal of Knowledge Management*, 9, 155 –167.
- Ubeda, C. L., & Santos, F. C. (2013). Staff development and performance appraisal in a Brazilian research Centre, *European Journal of Innovation Management*, 10(1): 109-125.
- Ulrichsen, K. C. (2017). Economic Diversification in Gulf Cooperation Council (GCC) States. Center of Energy Studies, Rice University.
- Unnikammu Moideenkutty, Y.S.R. Murthy, Asya Al-Lamky, (2016) "Localization HRM practices and financial performance: evidence from the Sultanate of Oman", *Review of International Business and Strategy*, Vol. 26 Issue: 3, pp.431-442
- Wilkinson, A. (1990). Business Strategy and the management of Labour (University of Durham PhD. working paper 5333). Columbia University.
- Zhang, B., & Morris, J. L. (2014 ). High-performance work systems and organizational performance: Testing the mediation role of employee outcomes using evidence from PR China. *The International Journal of Human Resource Management*, 25, 68–90.
- Zhang, J., Akhtar, M. N., Bal, P. M., Zhang, Y., & Talat, U. (2018). How do high-performance work systems affect individual outcomes: a multilevel perspective? *Frontiers in psychology*, 9, 586.