
The Role of Organizational Politics on The Relationship Between Human Resource Management Practices and Employee Performance: Evidence from Public Sector Organization in Oman

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Abstract

The main objective of the study is to investigate the relationship between HRM practices and employee performance. This research also investigated whether organizational politics moderate the relationship between HRM practices and employee Performance. The data collection used was a questionnaire instrument which was administrated to a total sample of 400 respondents. The number of questionnaires collected was 375 (93.75%) and the number of usable questionnaires was 350 (93%). The data were analysed using mean, standard deviation and correlation. The analyses involved reliability, validity tests and multiple regressions. The results confirm that there was a positive significant relationship between HRM practices and employee performance. The research also confirms that organizational politic did moderate relationship between HRM practices and employee performance. Therefore, this study recommended that further research in this area include to more extensive investigation into the relationship between HRM practices and employee performance. It is also suggested that public organization HR managers to aware the impact of organizational politics on both employees and organization. The organizational politics is the forerunner to job stress; this can help managers to ensure justice in performance appraisal systems resulting to fair rewards, employment decisions and pay & promotion policies, discouraging the political and manipulative behavior of certain individuals or groups to overcome the negative outcomes of politics. HR managers should try to avoid group's accumulation of limited resources at hand several individuals or groups and ensure that there are equitable distribution of resources in all part of the organization. And also they can use decentralization so that there is no struggle to power and maintain a fair environment.

Keywords: HRM practices, employee performance, organizational politics, public organization, Oman

1. Introduction

Public sector organizations are important for a country where good organizational governance is reflected in the performance of its employees. Optimal performance can be realized if there are no human resource problems such as HRM practices that occur in public sector organizations (Kulla et al., 2017).

Some studies found that there is a positive relationship between HRM practices, company performance, and employee performance (Den Hartog et al., 2013; Klein & Dawar, 2004; Zaharee et al., 2018, Krekel et al., 2019; Alwahshi, 2016; Thumiki et al., 2019). However, very

little previous research has focused on public sector organizations. For this reason, this research is important, especially to highlight how HR practices in the Oman public sector. To improve performance, public sector organizations need to develop skilled employees (Klein, 2004). The public sector must attract, develop, and retain the best talent in the labor market that can meet people's preferences (Zaharee et al., 2018) without neglecting the welfare of their employees, because welfare directly affects the productivity and ability of employees to achieve organizational goals (Krekel et al., 2019)

Some issues in several countries show that the public sector is managed in unprofessional way resulting in inefficiency, delayed work processes, corruption, organizational politics, lack of resources, low salaries (Haitao Chen & Xiaoning Cui, 2022). Due to these negative attributes, the public sector is unable to provide efficient services to its clients, i.e. the general public who are always dissatisfied and frustrated with their performance. Furthermore, Shah, et al, (2015) found several issues including corruption and political interference, lack of training processes, weak compensation and reward systems, unfair performance appraisal, lack of employee empowerment, lack of employee participation in decision making. All of these variables have a significant effect on employee performance.

Diverse HR activities are a means of inspiring employees, retaining them, and creating service. Therefore, modern HR departments realize that internal or employee customer satisfaction leads to external customer (customer) satisfaction. In this way, HRM practices build and maintain organizational effectiveness in attracting, retaining, and developing employee skills and knowledge so as to increase organizational competitiveness (Grobler & Mathafena, 2019). HRM practices that can affect employee performance are: (a) training and development; (b) awards and compensation; (c) performance appraisal; (d) employee empowerment; and (e) job design (Dinesh & Senthil, 2019).

2. Literature Review

HRM is managing people through the activities of HR activities. HRM is the science and art of managing people and tasks to successful and efficient in achieving organizational, employee and community goals. HR development is a fundamental requirement for every organization including public sector to meet the requirements of current activities and, more importantly, to meet future problems. Even a strong training program does not guarantee that personnel can do their jobs well, as many real-world examples show. This shows that employees still need training in various aspects of the work assigned to them (Davidescu et al., 2020).

Skilled employees will always need additional information, skills, and abilities because they need more efficient ways to improve work output. If an employee is assigned to a new job in a new environment, his wrong or bad work habits must be corrected. Human resources greatly determine the success of a company because they have a vision and mission to achieve common goals, but to achieve these goals good and correct management is needed (Piroşca et al., 2021).

HR in the public sector is employees who manage public affairs and serve the public. So, HR in both the private and public sectors differ in their management. The main difference between HR in the public sector and the private sector is the operating environment, which determines the difference in the manner, features, and substance of HRM (Zhang, 2015).

The main difference between the public sector and the private sector is their value orientation. The public sector is focused on public services, while the private sector is profit-oriented. The

goals of the public sector are complex and varied, while those of the private sector are specific. The private sector only seeks maximum profit, public sector employees are expected to have public ethical values and prioritize the public interest when faced with competing interests, such as the interests of the community, their departments, and their own personal interests (Shuyu Shi, 2023).

2.1. Hypotheses Building:

2.1.1. The Relationship between (a) Training and Development, (b) rewards and compensation, (c) performance appraisal, (d) employee empowerment, (e) job design and Employee Performance

Previous researchers (e.g., Mohammed et al., 2022; Younas et al., 2018; Govand & Nabaz, 2021; Muhammad & Aqeel, 2021; Chukwu & Anele, 2022) have mentioned that training and development are important and influential HRM activities positively and significantly in improving performance. Training and development is an excellent strategy to improve employee performance. Relative employees are better equipped to handle current and future challenges. Skilled employees are essential for organizational development. Effective training and development has an effect on increasing productivity and service quality. The result of the training is increased performance, which is reflected in increased output quantity, profit growth, stability, lower prices, increased agency control, and organizational recognition both nationally and internationally. Training and development has a direct effect on HR outcomes and an indirect effect on overall organizational performance. Well-trained employees are valuable to organizations enabling them to achieve their long-term goals. Training also improves employees' interpersonal skills, helping organizations build a skilled workforce (Younas et al., 2018; Govand & Nabaz, 2021; Muhammad & Aqeel, 2021).

Training and development are important in increasing employee competence and organizational efficiency, improving employee skills and abilities, and helping to correct performance deficiencies (Mohammed et al., 2022). Helping employees improve performance is a major factor in motivation (Vishwakarma & Tyagi, 2017). Training and development creates a sense of belonging and confidence in workers, helping employees' feels proud of their work and recognize their own achievements (Muhammad & Aqeel, 2021). Many organizations invest in training programs, but the issue of whether employees transfer learning from training to their jobs is uncertain. If an organization has all the resources and tools for training and development, but its employees lack the motivation to learn, then its success criteria are not fully met.

HR is the most important resource of an organization, because without HR other resources cannot be mobilized so the organization must understand the needs of its employees and try their best to meet these needs (Rainie et al., 2017). Training and development is a method used to retain the best employees. Choosing the right training method has a high impact on performance, while choosing the wrong method can result in reduced profits and reduced organizational growth, as well as a waste of resources and costs. Before selecting the most appropriate training and development methods, an organization must first understand and classify who needs to be trained, what areas require training, what must be paid attention to during training, and what techniques and tools will be used. (Mohammed et al., 2022; Younas et al., 2018; Govand & Nabaz).

Reward and compensation systems are important for public organizations. Through the compensation system, the public sector has the ability to attract, retain, and motivate employees to provide high performance. Employee performance in their work is an indication of the organization's ability to achieve its goals efficiently (Shyamasundar & Bindurani, 2022).

Employees who are satisfied and rewarded well can improve their performance and increase organizational growth. The reward and compensation system affects employee performance. A well-articulated reward and compensation system can significantly impact an organization's ability to find, retain, and motivate employees to achieve high levels of performance. Employees put in more effort and work wholeheartedly and with dedication when they know that their efforts are being rewarded financially and non-financially. The top performers tend to move up the organizational hierarchy, enabling organizations to record significant business growth when rewards are tied to employee performance. Rewards and incentives thus play a tremendous role in increasing the morale and motivation of the employees of an organization. They are offered to employees by recognizing and rewarding their contributions and help to fulfill the organization's vision and goals as well as increase productivity. The purpose of the reward and compensation system is to ensure that employees are working towards achieving strategic goals. Reward and compensation can take the form of monetary and non-monetary benefits, such as recognition, challenging assignments, and training. For employees to work effectively, a proper, timely, and transparent reward system is required (Kolluru, 2021).

Every organization uses a different reward system to influence and improve employee performance. Kolluru, (2021) states that rewards are a significant way to improve organizational performance. Knowledgeable and motivated employees reflect satisfactory organizational performance and can make organizations competitive, cost-effective, market leaders, and more profitable. Furthermore, Kolluru categorizes rewards into two types, namely extrinsic and intrinsic. Chinyio, et al., (2018) mentioned that total rewards as all monetary, non-monetary, intrinsic, extrinsic, and social rewards that employees receive from employers.

Performance appraisal is sometimes subjective because people have different talents and abilities. Information technology can make the assessment process easier and more efficient (Omoankhanlen, 2021). However, many organizations fail to consider managerial competencies in their assessment process, even though these competencies are very important for managerial success (Balu, 2017). To achieve future success, organizations must ensure that they incorporate these managerial competencies into their appraisal processes.

According to research by Balu (2017), all employees in an organization are aware of the concept and process of the performance appraisal. This makes the performance appraisal process transparent, wherein employees are able to understand the importance of having an effective performance appraisal system. As a result, employees actively participate in suggesting ways to improve the system. The research also found that performance appraisal has a significant impact on employee performance (Balu, 2017).

Performance appraisal is feedback for employees that they can use to improve their performance (Peter & David, 2017). This feedback includes suggestions for improvement and encouragement. The performance appraisal system also has a significant impact on organizational performance. Adequate performance appraisal based on performance appraisal policies leads to increased employee performance. Feedback, especially when given

interpersonally between superiors and subordinates, can prove to be very useful and effective in motivating employees to improve their performance (Peter & David, 2017).

Employee empowerment programs can improve the relationship between managers and subordinates. High performing employees are usually more satisfied with their jobs (Mahmood & Sahar, 2017). Empowerment influences job satisfaction (Ngqeza & Dhanpat, 2021), and employees can use informal skills to influence managers to make appropriate decisions for specific service situations. Informal skills can help workers learn the language (Eriksson & Engstrom, 2018). Perceptions of formal and informal skills can influence access to organizational empowerment structures, and a combination of formal power, informal power, and access to empowerment structures can predict the level of employee involvement in work-related decisions. Empowerment programs significantly affect employee performance (Eriksson & Engstrom, 2018; Ngqeza & Dhanpat, 2021).

Employee empowerment has an impact on job enrichment and increases retention (Mahmood & Sahar, 2017). Empowered employees tend to stick with the employer through good times and bad. Empowering managerial practices can result in a more energetic and resilient workforce (Ngqeza & Dhanpat, 2021). Empowered employees are also more likely to be innovative and able to provide solutions for organizational clients (Kostopoulos, 2019). They have a sense of responsibility for their work, and adopt a transformational leadership approach, making significant changes in their work environment. Psychological and structural empowerment are important factors that contribute to employee commitment (Aggarwal, Dhaliwal, & Nobi, 2018). If employees feel psychologically empowered, they may be more likely to engage in behaviors and have lower intentions to leave the organization. Empowered employees tend to have better performance than employees who are not empowered (Aggarwal, Dhaliwal, & Nobi, 2018; Fasanmi & Ago-Iwoye, 2018; Ngqeza & Dhanpat, 2021).

According to Kumar, (2017), employee empowerment is a motivational strategy that increases job satisfaction and commitment to the organization. Employees who feel empowered are typically happy with the training, self-development programs, and employee meetings they receive, as well as their participation in various activities and the consideration of their ideas and opinions. Previous research has shown that employee empowerment has a direct impact on employee performance, job satisfaction, and organizational commitment (Mukwakungu et al., 2018). It has also been found to significantly improve customer satisfaction, quality, and organizational effectiveness (Mukwakungu et al., 2018). The work environment is also important because good working conditions can encourage productivity. Vu, (2020) found a significant relationship between employee empowerment and organizational performance, and concluded that employee empowerment can increase organizational creativity and innovation. Vu (2020) further suggested that empowering employees can drive achievement, productivity, and business growth, and that management should communicate the company's strategic direction to all employees in order to monitor business performance. Similarly, Ngqeza and Dhanpat, (2021) reported that employee empowerment is related to organizational commitment, and that a higher level of employee empowerment leads to superior organizational performance. Vu (2020) also suggested that creating a supportive environment for implementing empowerment in the workplace can increase employee commitment and organizational effectiveness. However, Ngqeza and Dhanpat, (2021) found that employee empowerment has no significant relationship with organizational culture, and argued that

managers should be aware of how they empower employees because it can potentially weaken organizational culture.

Job design influences HR effectiveness and employee performance, so jobs must be designed based on the characteristics and capabilities of the job holder. Job design is the most important HRM function. Job design involves the tasks, activities, and responsibilities that workers must perform to create value and maximize performance. Researchers have identified several modern factors that play an important role in job design, including job control, job demands, role clarity, skill utilization, job security, support, and social contract. Employee performance is positively influenced by how well the job is designed for the job holder (Al-Edeinat, 2021).

Job design is a tool for optimizing employee performance. It involves altering the content and processes of work to increase employee satisfaction, motivation, and productivity. Effective job design measures the extent to which employees are engaged in their duties and responsibilities. Many researchers have studied the relationship between job design and employee performance and have found a strong positive correlation between the two. Job design has been a subject of discussion since the early 20th century, with contributions from Fredrick Taylor and others. However, it has received less attention from managers, leading to decreased productivity and opportunity costs in organizations. It is believed that many employees are not satisfied with their job design or are not given tasks that motivate them. Effective job design involves engaging employees in work-related activities that are clearly linked to employee output, departmental productivity, and organizational success (Ghazi, 2016).

Al-Edeinat, (2021) examined the relationship between elements of job design, based on a model of job characteristics which include autonomy, task significance, and feedback, as well as their relationship to employee performance and found that there was a positive and significant influence between job designs (autonomy, task significance, and feedback) on employee performance, while autonomy was found to be the strongest predictor of employee performance.

Based on the discussion above, it is hypothesized that:

H1-H5: There is a positive relationship between (a) training and development, (b) rewards and compensation, (c) performance appraisal, (d) employee empowerment and (e) job design towards employee performance

2.1.2. The Relationship between (a) Training and Development, (b) rewards and compensation, (c) performance appraisal, (d) employee empowerment, (e) job design and Employee Performance moderated by organizational Politics

Organizational politics is a type of people behavior in organizations in which individuals deliberately act to influence the decisions of superiors for their own benefit. Yasmeen and Raza, (2019) say that there is a relationship between politics in organizations and employee careers. When employees see others benefiting from engaging in political behavior, they are also more likely to engage in that behavior. This can lead to conflict between employees and employers as well as nepotism and favoritism within the organization (Firfiray et al., 2018). In the public sector, factors such as favoritism and nepotism negatively impact the adoption of HR practices, including recruitment and promotion, as well as employee performance, satisfaction, and commitment (Bilal, Rafi, & Khalid, 2017; Muqadas, Rehman, & Aslam, 2017).

Yasmin and Raza (2019) state that injustice in the appointment of individuals based on favoritism affects the sense of fairness among employees. Favoritism and nepotism affect the creation of a political environment within the organization that inhibits competition for higher positions and hinders the career advancement of high-confidence employees, which can have a negative impact on employee and organizational performance (Yasmeen & Raza, 2019). Although there is a relationship between political organization and training and development, empirical studies on this matter are lacking (Firfiray et al., 2018). Nepotism and favoritism can occur in almost any organization, and have been observed in both developed and developing countries, as well as in the public and private sectors (Yasmeen & Raza, 2019).

Organizational politics uses power to influence action to achieve positive results for workers. Among HR practices, compensation is very important (Sauer, 2018), because it includes the mix of financial benefits, services and benefits that employees receive. Politics also plays an important role in shaping employees' responses to work, with known effects on employee mobility, motivation, performance, other earnings, and retention (Damianus et al., 2022). Despite the importance of employee performance, empirical evidence suggests that organizations and researchers tend to underestimate the importance of politics for employees (Taylor, 2017; Godin, 2017), and politics remains a heavily studied area of HRM research (Abun et al., 2021).

At the same time, some stressors such as organizational politics are pervasive and negative in nature which are strategically designed to benefit, protect or enhance personal interests, often at the expense of the organization and its members (Yasmeen & Raza, 2019). Organizational politics results in tension, conflict of intentions, and decreased performance. Furthermore, research shows the important role of HRM practices as a catalyst for political behavior and political perception. Surprisingly, however, there is little research on the relationship between HRM practices and organizational politics (Munyon, 2021).

Organizational politics occurs because of the manipulation of power in an organization. Power is the ability of someone to influence in order to comply with the wishes or goals. Politics is used to protect personal interests and to pursue individual or group goals. Therefore, politics is often used to abuse power (Saiful et al., 2018). One form of abuse of power is discrimination (Mowlaei, 2017; Albasu & Nyameh, 2017; Maroofi et al., 2017; Kucukkocaoglu & Bozkurt, 2018; Maldonado et al., 2018).

In the context of performance appraisal, research has found that it is often practiced against workers, with political influence used to influence employers or top management to give high ratings (Maldonado et al., 2018). In addition, political influence strategies can also provide employees with opportunities for salary increases and career advancement (Maroofi et al., 2017). The presence of organizational politics can lead to individual discrimination, as workers use political influence to further their own interests. Employees view organizational politics as a threat because it can result in discrimination, especially against those who are older. Supervisors may display political behavior when evaluating employee performance, such as refusing promotions or salary increases to older employees (Mowlaei, 2017). It has been established that organizational politics exists among workers in organizations (Maldonado et al., 2018), and that discrimination can lead to the development of organizational politics.

In the work environment, organizational politics tends to be discriminatory. This discrimination occurs when there is a relationship between organizational politics and organizational justice

in the workplace (Mowlaei, 2017). For example, employees may display political behavior if they are denied raises and promotions because they feel unfairness in their performance evaluations. This situation illustrates that discrimination can arise from two sources: discrimination by superiors or discrimination by the organization as a whole.

Wang and Zhang, (2016) stated that empowerment is carried out by social workers to empower themselves and others in their work. The purpose of empowerment is to improve the life and well-being of individuals. However, as the practice of empowerment has been adopted by business organizations, its aims have also broadened to include increasing the overall well-being of the organization. This is a concern for HRM managers, who have been looking for ways to increase productivity, job satisfaction, job involvement, job performance, and organizational citizenship behavior, and to reduce counterproductive work behaviors that damage the organization. A literature review found that empowerment has been recognized as an effective strategy for improving individual and organizational performance (Tamunomiebi & Chika-Anyanwu, 2020). Tamunomiebi and Chika-Anyanwu (2020) suggest that increased job satisfaction and creativity can be achieved through psychological empowerment. Fardin, (2012) argues that organizational effectiveness and flexibility are related to empowerment practices. Damianus et al. (2021) propose several empowerment practices that can improve performance, such as establishing responsibility and accountability, sharing information and independence, encouraging creativity, initiative and innovation, and participating in decision-making processes. A study cited in Tamunomiebi and Chika-Anyanwu, (2020) by Raub and Robert (2010) supports the idea that job satisfaction, managerial effectiveness, creativity, and team performance are influenced by empowerment. They show that giving workers control, authority, power and discretion over their work has an impact on job satisfaction and work performance (Damianus et al., 2021).

Previous studies have shown that work design impacts employee performance (Morgeson & Johns, 2017). The concept of job design includes aspects related to the content and organization of one's work tasks, activities, relationships, and responsibilities, and it has been recognized as a key antecedent of performance (Parker et al., 2017). From a contemporary perspective on job design, Angeles, (2022) identified four types of work characteristics: task, knowledge, social, and work. Task characteristics include autonomy, task variety, task significance, task identity, and job feedback - the dimensions analyzed by the job characteristics model. Knowledge characteristics include job complexity, information processing, problem solving, skill variety, and specialization. Social characteristics include social support, interdependence, interaction outside the organization, and feedback from others. Finally, work context characteristics include ergonomics, physical demands, work conditions, and equipment. While all work environmental characteristics are important, this study focuses on the analysis of task significance (task characteristics) and social support (social characteristics) as important factors for improving employee job performance. Previous research has identified a positive relationship between task significance and job performance, as well as between social support and job performance (Angeles, 2022).

It cannot be denied that unhealthy and uncontrolled political behavior can have negative effects on an organization. On the one hand, politics is necessary in any organization because it can improve motivation and morale, increase efficiency and output, and facilitate consensus building. However, it also has a negative side, as it can increase the cost of operation, make it difficult to distribute workload, and affect concentration and focus on work (Jarret, 2017).

Therefore, Jarret, (2017) argued that it is important to balance the pros and cons of organizational politics. Unhealthy organizational politics can negatively impact the organization. Landells and Albrecht, (2019) confirmed the negative side of organizational politics, which can affect individual work engagement and organizational outcomes. The conflicting findings of research on the effects of organizational politics on individual employee performance and organizational performance suggest that organizational politics is not necessarily good or bad. Instead, it suggests that maintaining a certain level of the political environment can improve competitiveness among organizational members (Angeles, 2022).

Accordingly, it is hypothesized that:

H6-H10: Organizational politics moderates the relationship between (a) training and development, (b) reward and compensation, (c) performance appraisal, (d) employee empowerment, (e) job design and employee performance, such that when organizational politics is stronger, the relationship is weaker

3. Methodology

3.1. Study Design

This research adopted a quantitative research design to establish the human resource management practices and employee performance moderated by organizational politics. This design is used to allow the researcher to gather information, summarize, present and interpret them for the purposes of clarification (Saunders, 2012). The design is suitable for this study as it allows the collection of information for independent and dependent variables using structured questionnaires (Zikmund et al., 2010).

This study uses a survey questionnaire to collect data at a specific point in time (Sekaran & Bougie, 2010; Zikmund et al., 2010) to address its objective of investigating the impact of HRM practices (i.e., training and development, rewards and compensation, performance appraisal, employee empowerment, and job design) on employee performance in the public sector

3.2. Target Population

The population of this study consisted of public sector employees in Oman. Thus, the individual is the unit of analysis in this study. As reported by the National Centre for Statistics and Information in 2022, there are 351,231 employees in public sector employees in Oman

3.3. Sampling Technique

The study applied random sampling technique as it offers every member of the population an equal chance of being included in the sample. The researcher chose the direct employees as the sample representing the total population of the organization. In order to get a representative sample for the study, simple random sampling method was employed to get the employees who were studied. The researcher sent the survey to a sample of 399 respondents, drawn randomly from a pool of 351,231 employees who are currently working on public sector who is in head department position and above. The employees would be ranked heads of department or higher as they would possess relevant knowledge of HRM practices, employee performance, and organizational politics within their public organization.

3.4. Data Collection

To collect data, the researcher will use a questionnaire as the main instrument, in addition to reviewing articles and previous research reports. To ensure the validity and reliability of the instruments used in the survey, Davis (2005) suggests several steps that should be followed. These include conducting a pilot study for a targeted sample, translating the questionnaire items through back-to-back translation into English and Arabic, preparing construct measurement items in the questionnaire, ensuring that the questionnaire items align with the research constructs, and encouraging participants to answer the questions accurately. Finally, it is important to follow procedures to avoid bias during the interpretation of the data (Creswell, 2014; Sekaran & Bougie, 2015).

The study administered a total of 400 questionnaires to the study population as a tool to capture the required data. The choice of the questionnaires has been arrived at because of the ease of administration. The drop and pick method were preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. The researcher used the services of three research assistants to mainly make follow ups of the administered questionnaires

4. Result

Based on multiple regression analysis, it is found that: There is positive significant relationship between T&D, R&C, PA, EE, JD and employee performance. Table 10 measured the hypothesis 1-5 (H1-H5), the regression analysis was conducted to determine the proportion of public sector organization employee performance

(dependent variable) which would be predicted by T&D, R&C, PA, EE, JD. The linear regression model was found to be statistically significant with p value= 0.000. Therefore, T&D, R&C, PA, EE, JD were a significant predictor of public sector organization employee performance because p is less than 5%.

The adjusted coefficient of determination of the model is R² 07871 with p- value <0.01. As a result, the interaction term (T&D, R&C, PA, EE, JD) and public sector organization employee performance were significant and H1-H5 were accepted.

Table 1. Regression results of HRM Practices (T&D, R&C, PA, EE, JD) and Employee performance

Model	R	R Square		Adjusted R Square	Std. Error of the estimate	Decision
1	0.887 ^a	0.787		0.887 ^a	2.55211	
ANOVA						
		Sum of square	df	Mean square	F	Sig.
	Regression	8277.288	5	1655.458	254.167	.000 ^b
	Residual	2240.566	344	6.513		
	Total	10517.854	349			
C o e f f						

ci e n t s							
		Unstandardized B	Coefficient s Std. Error	Standardised Coefficients Beta	t	Sig.	
	Constant	2.826	0.781		3.619	0.000	
	T&D	0.395	0.058	0.286	6.829	0.000	H1: Accepted
	R&C	0.044	0.042	0.039	1.034	0.002	H2: Accepted
	PA	0.124	0.066	0.102	1.881	0.031	H3: Accepted
	EE	0.285	0.072	0.215	3.960	0.000	H4: Accepted
	JD	0.304	0.044	0.333	6.952	0.000	H5: Accepted

a. DV: Employee Performance. Predictors: (Constant) T&D, R&C, PA, EE, JD
Source: Survey Result

A moderator variable is the independent qualitative or quantitative variable that affects the relationship of the dependent and independent variables. Effect of moderator variables indicates variables that strengthen or weaken the relationship between independent variables with dependent variables.

Table 2 shows the regression between all integrated variable (T&D x OP, R&C x OP, PA x OP, EE x OP, JD x OP) to examine the moderation effect on the relationship between HRM practices and public sector employee performance.

The adjusted coefficient of determination of the model is R² 0.871 with p-value <0.01. As a result, the interaction term (T&D x OP, R&C x OP, PA x OP, EE x OP, JD x OP) and public sector organization employee performance were significant and H6-H10 were accepted.

Table 2: Regression results of HRM Practices (T&DxOP, T&DxOP, PAxOP, EExOP, and JDxOP) toward Employee performance

Model	R	R Square		Adjusted R Square		Std. Error of the estimate	Decision
1	0.933 ^a	0.871		0.869		1.98982	
ANOVA							
		Sum of square	df	Mean square	F	Sig.	
	Regression	9155.833	5	1831.167	462.490	.000 ^b	
	Residual	1362.022	344	3.959			
	Total	10517.854	349				
Co eff ici ent s							
		Unstandardized B	Coefficient s Std. Error	Standardised Coefficients Beta	t	Sig.	
	Constant	15.608	0.325		48.040	0.000	

	T&DxOP	0.001	0.002	0.027	0.334	0.019	H6: Accepted
	R&C x OP	0.004	0.001	0.139	2.725	0.007	H7: Accepted
	PA x OP	0.012	0.002	0.459	5.131	0.000	H8: Accepted
	EE x OP	0.006	0.003	0.215	2.304	0.022	H9: Accepted
	JD x OP	0.304	0.044	0.333	6.952	0.000	H10: Accepted

a. DV: Employee Performance

b. Predictors: (Constant) T&D x OP, R&C x OP, PA x OP, EE x OP, JD x OP

Source: Survey Result

5. Discussion

5.1. The relationship between training and development on employee performance in the public sector organization of Oman

The Data was collected from employees who are currently working on public sector in Sultanate of Oman. Based on the survey dataset, this study developed a multivariate regression model to identify respondents' perceptions of their job performance. The independent variables of this research were training and development, reward and compensation, performance appraisal, employee empowerment and job design. This study contributes to a better understanding of the relationship HRM practices and employee job performance.

The first objective of this research was to investigate the relationship between training and development in the public sector organization of Oman towards employee performance. The results found that training and development in the public sector organization of Oman impact employee performance. Based on the first objective, researcher formulates the hypothesis "there is a positive relationship between training and development towards employee performance". Based on multiple regression analysis, it was found that: There was positive significant relationship between training and development towards employee performance in public sector in Oman.

This finding was in line with Mohammed et al., 2022; Younas et al., 2018; Govand & Nabaz, 2021; Muhammad & Aqeel, 2021; Chukwu & Anele, 2022. They argued that training and development are important and influential HRM practices and have significant influence in improving employee performance. Training and development is an excellent strategy for HR practices to improve employee performance. With the practice of training and development programs, employees will be relatively better prepared to handle current and future challenges. Skilled employees are essential for the future development of the organization. Furthermore, Younas et al., 2018; Govand & Nabaz, 2021) stated that effective employee training and development programs have a significant effect on increasing productivity and service quality provided by employees to external customers. Improved employee performance is reflected in increased output quantity, profit growth, company stability, price reductions, increased distribution channel control, and organizational recognition both nationally and internationally. Training and development has a direct effect on HR outcomes and an indirect effect on overall organizational performance. Well- trained employees are invaluable to organizations enabling them to achieve their long- term goals. Training and development also improves employees' interpersonal skills, helping organizations build a skilled workforce (Younas et al., 2018; Govand & Nabaz, 2021; Muhammad & Aqeel, 2021)

Moreover, Saputri et al, (2020) describe that training and development are crucial for enhancing employee performance and developing higher calibre human resources. The performance of the well is performance optimized, and the performance of the personnel reflects their abilities. The success of a person in carrying out a task might be regarded as performance in general. Performance is a crucial factor in determining whether a firm will succeed in achieving its objective (which is embodied in the vision of its contents). Thus, the firm should pay attention to how well their staffs are performing (Saputri et al, 2020). The development of the information, abilities, and competencies needed to carry out a specific task or occupation constitutes an individual's training. (Sellar, Treshalin, 2022) described training as a deliberate and systematic effort by management to alter employee behavior in a way that would support organizational objectives. Training is a process that shapes and equips people by enhancing their abilities, knowledge, skills, and behavior so that work may be completed more quickly, efficiently, and sensibly.

In contrast, Laing F.I. (2021) discovered that many respondents in the public sector organizations did not feel inspired by the training they had received, and many had even never taken part in training and development activities. Additionally, it was discovered that respondents did not think the training had provided them the chance to see where they had room for improvement. Additionally, it is evident that the majority of respondents do not believe that training affects their performance, and they also claimed that training does not affect their job abilities. All of these data lend credence to the idea that the majority of training and development initiatives haven't succeeded in improving employees' productivity and effectiveness at work. The findings also show that employees self-sponsor their participation in formal education programs to gain new abilities, skills, and information. But because their initiatives are frequently judged unapproved by Management, these personnel do not get promoted or upgraded.

According to Shahim, KY (2018), there is a substantial positive association between employee performance and effective training in the public sector. These findings also demonstrate the importance of training design, trainer quality, and training experience in creating successful training programs. It is crucial to have a well-defined strategic training strategy for the human resources division that is based on an in-depth analysis of needs and a long-term development plan. The central government is in charge of creating strategic training plans and training objectives for all public sector workers, but all local government bodies, whether at the provincial, district, or lower levels, should be included in this program.

Training and development are crucial for boosting organizational effectiveness and employee competency, developing workers' skills, and addressing performance issues (Mohammed et al., 2022). A key element of motivation is assisting employees in enhancing their performance (Vishwakarma & Tyagi, 2017). Employee pride and self-awareness are fostered by training and development, which also instils a sense of confidence in workers (Muhammad & Aqeel, 2021). Many businesses spend in training initiatives, but it's unclear if employees actually apply what they learn in training to their jobs. The success criteria of an organization are not fully met if it has all the means and resources for training and development but its staff members are not driven to learn.

5.2. The relationship between reward and compensation on employee performance in the public sector organization of Oman

The second objective of this research was to examine the relationship between rewards and compensation in the public sector organization of Oman towards employee performance. The results showed that reward and compensation in the public sector organization of Oman impact employee performance. Based on the second objective, researcher formulates the hypothesis “there was a positive relationship between rewards and compensation in the public sector organization of Oman towards employee performance”. Based on multiple regression analysis, it was found that: There was positive significant relationship rewards and compensation in the public sector organization of Oman towards employee performance.

The findings of this research confirm that there was a positive significant relationship between rewards and compensation towards employee job performance. In any organization, business or non- business organization, reward and compensation are important. Through the reward and compensation, the organization has the ability to attract, retain, and motivate employees to provide high performance. Employee performance in their work is an indication of the organization's ability to achieve its goals efficiently (Shyamasundar & Bindurani, 2022). The previous research (e.g. Kolluru, 2021) also found that rewards are a significant way to improve employee and organizational performance. Knowledgeable and motivated employees reflect satisfactory organizational performance and can make organizations competitive, cost-effective, market leaders, and more profitable. Furthermore, Kolluru categorizes rewards into two types, namely extrinsic and intrinsic. Chinyio, et al., (2018) mentioned that total rewards as all monetary, non-monetary, intrinsic, extrinsic, and social rewards that employees receive from employers.

According to Irefin (2023), there is a connection between a fair reward system and improved employee/organizational performance (increased productivity and efficiency) in Nigeria. It is predicated that people expect fairness when being rewarded for their work, and whenever they feel their inputs are not being fairly rewarded, they become demotivated, reduce their input, or seek change improvement. Yakubu (2023) found that financial compensation has a positive and significant effect on employee job performance, while nonfinancial compensation has a positive but insignificant effect on employee job performance.

According to Nkoungas, Ludmilla. (2023), there was a positive correlation between rewards, performance, attractiveness, and retention. According to the study's findings, both monetary and non-monetary rewards are essential for enhancing employee motivation and changing employees' performance-related behavior. According to the research, hotel management should review their remuneration plan to boost employees' enthusiasm and productivity. With particular reference to the hotel business, this study informs scholars on the effect of reward schemes on worker performance. Salary increases are warmly supported by employees, which inspires them to put in more effort. Muogbo, U.S. & Chineze, J. (2018), wage increases encourage workers to develop their talents, which help the business by boosting production and performance. Furthermore, Elma Hariani, & Lutfi. (2023) indicated that, although not considerably, remuneration had an impact on worker performance. Employee performance was directly and significantly impacted by their employment status. Work motivation was directly and significantly impacted by compensation. The relationship between compensation and employee performance is mediated by work motivation. Employee performance is not significantly and favourably impacted by compensation. Thus, the performance of employees

at the DHL Express Indonesia Surabaya Branch is unaffected by changes in the compensation packages that they receive, whether they be increases or decreases. Employee Performance is significantly and favourably impacted by Employment Status. This indicates that the level of employee performance at DHL is positively and significantly impacted by an increase or decrease in the number of non-permanent employees, respectively. When it comes to the relationship between salary and employee performance, motivation plays a full mediating role. That is, more motivation is required to support the development of better employee performance at the DHL Express Indonesia Surabaya Branch. Although the partial direct influence of salary is crucial for enhancing employee performance, this improvement will be more obvious if workers are also given high work motivation.

In addition, Watkins, R. and Fusch, P. (2022) discovered a statistically significant positive correlation between the employee rate of monetary remuneration and employee overall, extrinsic, and intrinsic job satisfaction. More specifically, there is a correlation between an employee's satisfaction with their employment and how much money they are paid. This clarifies the evidence in the literature that there are different types of workers and employees, with workers' financial pay having different relationships with their contentment than workers' general satisfaction.

Mahmood, R. et al. (2023) discovered that the nature of the task, financial compensation, job security, and work environment all affect employee performance. However, acknowledgment had little impact on how well people performed at work. When compared to the other four criteria examined for the study, it was discovered that the monetary reward was the most important factor. Their study found that major motivators for employees to stay with an organization are work-related considerations, financial rewards, and job security. While a pleasant working environment with a range of amenities and assistance will offer comfort that will inspire employees' thoughts to be more motivated in doing the duties allocated to them. It is advised that the variance value of a few additional motivating factors, such as non-cash rewards, relationships with co-workers and leaders, institutional culture, learning and development opportunities, work-life balance, and personal life, be added as variables in a future study.

Employees who are happy and well-recognized can perform better and contribute to corporate progress. Employee performance is impacted by the reward and compensation structure. Finding, keeping, and motivating individuals to provide high levels of performance are all strongly impacted by an organization's ability to implement a well-thought-out reward and compensation structure. When workers are aware that their efforts are valued both monetarily and non-financially, they put in more effort and work with greater dedication. When rewards are linked to employee performance, the top performers frequently advance through the organizational structure, allowing firms to experience tremendous business growth. Thus, rewards and incentives have a significant impact on an organization's workforce's motivation and attitude. They are provided to staff members in exchange for acknowledging and rewarding their achievements, and they boost productivity while also assisting in realizing the organization's vision and goals. To make sure that workers are contributing to the accomplishment of strategic goals, the reward and pay system was created. Rewards and compensation can come in the form of cash payments or non-cash perks like training, promotions, and demanding work. A suitable, appropriate, and transparent reward system is necessary for employees to operate productively (Kolluru, 2021).

5.3. The relationship between performance appraisals on employee performance in the public sector organization of Oman

The third objective of this research was to assess the relationship between performance appraisals in the public sector organization of Oman towards employee performance. The results found that performance appraisal in the public sector organization of Oman impact employee performance. Based on the third objective, researcher formulates the hypothesis “there was a positive relationship between performance appraisals in the public sector organization of Oman towards employee performance”. Based on multiple regression analysis, it was found that: There was a positive significant relationship performance appraisal in the public sector organization of Oman towards employee performance

The current study confirms that there was a positive relationship between performance appraisal and employee performance. In line with this finding, Omoankhanlen (2021) and Balu (2017) argued that in order to achieve future organizational performance, organizations must ensure that they incorporate managerial competence into their appraisal process. The research also found that performance appraisal has a significant impact on employee performance (Balu, 2017). Moreover, Peter & David (2017) found performance appraisal is feedback for employees that they can use to improve their performance. The performance appraisal system also has a significant impact on organizational performance.

According to research by Abu-shanab et al. (2021), the majority of respondents think the evaluation process has to be enhanced and altered in order to be more in line with the organization's vision and goal. They discovered that the present appraisal system lacks motivation and is thus inefficient. The findings of their study will help the Kingdom's public sector properly establish a successful way of measuring the performance of the personnel. The study emphasized the significance of involving all parties in the strategic development of the organization's plans and objectives, which should take the firm's overall aims into account. Kim, Taehee & Holzer, Marc. (2014) showed that employee acceptance of performance appraisal is positively correlated with the developmental use of performance appraisal, employee participation in performance standard formulation, the quality of their connection with their supervisors, and employee felt empowerment. Anjum,A.,Yasmeen. K., Khan, B.(2011) indicated that while employees are aware of the benefits of performance reviews, there are several obstacles standing in the way of a successful implementation of the system, such as unskilled ratters, the exclusion of multiple ratters, and a lack of feedback.

Employees can use performance appraisal comments to enhance their performance (Peter & David, 2017). This criticism comes with encouragement and ideas for growth. The performance of the organization is significantly impacted by the system of performance reviews. Employee performance increases when performance appraisals are conducted properly and in accordance with policies. Feedback may be very helpful and successful in encouraging employees to improve their performance, especially when it is offered interpersonally between superiors and subordinates (Peter & David, 2017).

5.4. The relationship between employee empowerment on employee performance in the public sector organization of Oman

The fourth objective of this research was to examine the relationship between employee empowerment in the public sector organization of Oman towards employee performance. The

results indicated that employee empowerment in the public sector organization of Oman impact employee performance. Based on the fourth objective, researcher formulates the hypothesis “there was a positive relationship between employee empowerment in the public sector organization of Oman towards employee performance”. Based on multiple regression analysis, it was found that: There was a positive significant relationship between employee empowerment in the public sector organization of Oman towards employee performance

Based on the current study finding confirm that there was a positive relationship employee empowerment towards employee performance. Employee empowerment practices improve the relationship between managers and subordinates. This mutual relationship will improve employee performance. High performing employees are usually more satisfied with their jobs (Mahmood & Sahar, 2017; Eriksson & Engstrom, 2018; Ngqeza & Dhanpat, 2021). However, some studies found that employee empowerment is a motivational strategy that increases job satisfaction and commitment to the organization. Employees who feel empowered are typically happy with the training, self-development programs, and employee meetings they receive, as well as their participation in various activities and the consideration of their ideas and opinions. Previous research has shown that employee empowerment has a direct impact on employee performance, job satisfaction, and organizational commitment (Kumar, 2017; Mukwakungu et al., 2018). Vu (2020) found a significant relationship between employee empowerment and organizational performance, and

concluded that employee empowerment can increase organizational creativity and innovation. Ngqeza and Dhanpat (2021) found that employee empowerment has no significant relationship with organizational culture, and argued that managers should be aware of how they empower employees because it can potentially weaken organizational culture.

Employee orientation and mentoring programs are related to the variety in employees' performance. The Ministry of Health standards promote employee training, which provides workers with the necessary knowledge and skills to carry out their duties successfully. This is backed by Kanter's Theory of Structural Empowerment, which gives workers access to knowledge, resources, support, and the chance to acquire and develop skills to enhance performance. Giving employees decision-making and job autonomy with top management backing will improve employee performance. Employees can now do tasks more successfully and with greater intrinsic effort thanks to this. However, regression research shows that job autonomy has a small but favourable impact on worker performance. Employee performance is positively correlated with the delegation of authority through delegated decision-making, sharing responsibility, and power sharing. This is due to the fact that delegation of authority encourages personnel to work toward achieving predetermined goals intended to increase performance by fostering trust and confidence among them. (Tebitendwa et al, 2022)

Sergio Fernandez, S., and Moldogaziev, T (2011) found that empowerment methods that give workers access to job-related knowledge and abilities and give them the freedom to alter work procedures have a favorable and substantively significant impact on how well they are judged to be performing. However, it is discovered that other empowerment strategies focused on informing staff about objectives and performance and rewarding them based on it have minimal impact on how they perceive their own performance. When implemented in federal agencies, empowerment techniques that are intended to inform people about their goals and performance (practice 1) and to offer rewards based on performance (practice 2) don't seem to be very

effective. Despite reaching statistical significance, these variables have no appreciable substantive impact on how performance is evaluated.

By giving employees more control over their work, letting them make decisions based on their knowledge, and demonstrating the value of their work, employee empowerment is an action-oriented technique for improving employee performance. As a result, employees are more invested in the success of their organization. Employee happiness and motivation grow as a result, and performance also improves. An organization can empower its workers by fostering an environment that encourages initiative, innovation, and risk-taking, all of which can boost productivity and efficiency (Jasem M H J Alshemmari, 2023). Moreover, Michael et al., (2023) suggested that organizational commitment and employee empowerment were closely associated. The findings also showed that the relationship between employee empowerment and emotional and continuous commitment was influenced by perceived supervisor support, but that it was not regulated by the relationship between employee empowerment and normative commitment.

Programs for employee empowerment can strengthen the bond between supervisors and employees. High-performing employees typically have higher job satisfaction levels (Mahmood & Sahar, 2017). Employees can encourage supervisors to make the right decisions for particular service scenarios by using informal skills (Ngqeza & Dhanpat, 2021). Job happiness is influenced by empowerment (Ngqeza & Dhanpat, 2021). Workers' informal skills can aid in language acquisition (Eriksson & Engstrom, 2018). A combination of formal power, informal power, and access to organizational empowerment structures can predict the degree of employee involvement in work-related decisions. Perceptions of formal and informal skills can affect access to organizational empowerment structures. Employee performance is greatly impacted by empowerment initiatives (Eriksson & Engstrom, 2018; Ngqeza &

5.5. The relationship between job designs on employee performance in the public sector organization of Oman

The fifth objective of this research was to investigate the relationship between job designs in the public sector organization of Oman towards employee performance. The results found that job design in the public sector organization of Oman impact employee performance. Based on the fifth objective, researcher formulates the hypothesis “there was a positive relationship between job designs in the public sector organization of Oman towards employee performance”. Based on multiple regression analysis, it was found that: There was a positive significant relationship between job designs in the public sector organization of Oman towards employee performance

The current research confirms that there was a positive significant relationship between job designs towards employee performance. The finding of this research in line with Al-Edeinat (2021) stated that employee performance is influenced by how the job is designed so that work must be designed based on the characteristics and abilities of the job holder. Job design is the most important HRM function. Job design involves the tasks, activities and responsibilities that workers must perform to create value and maximize performance. Researchers have identified several modern factors that play an important role in job design, including job control, job demands, role clarity, skill utilization, job security, support, and social contract (Al-Edeinat, 2021). Job design is a tool for optimizing employee performance (Ghazi, 2016)

A tool for enhancing employee performance is job design. It entails changing the tasks and procedures at work in order to boost motivation, contentment, and output among the workforce. The degree to which employees are involved in their tasks and responsibilities is measured by effective job design. There is a significant positive association between work design and employee performance, according to several studies that have been done in this area. Since the beginning of the 20th century, discussions about job design have included contributions from Fredrick Taylor and others. However, managers have paid it less attention, which has resulted in decreasing productivity and opportunity costs in businesses. Many employees, it is thought, are dissatisfied with the way their jobs are designed or aren't given assignments that inspire them. Engaging workers in work-related activities that are directly tied to individual output, departmental productivity, and organizational performance constitutes effective job design (Ghazi, 2016).

5.6. Organizational politics in the public sector organization of Oman has moderate the relationship between training and development and employee performance

The sixth objective of this research was to examine organizational politics in the public sector organization of Oman has moderate the relationship between training and development towards employee performance. The results found that organizational politics in the public sector organization of Oman moderate the relationship between training and development towards employee performance. Based on the sixth objective, researcher formulates the hypothesis “Organizational politics moderates the relationship between training and development towards employee performance, when organizational politics is stronger, the relationship is weaker”. The hypothesis testing was accepted

This research confirms that organizational politics moderates the relationship between training and development towards employee performance, when organizational politics is stronger, the relationship is weaker. However, previous study (e.g. Yasmeen and Raza, 2019; Firfiray et al., 2018; Bilal, Rafi, & Khalid, 2017; Muqadas, Rehman, & Aslam, 2017) argued that there is a relationship between politics in organizations and employee careers. When employees see others benefiting from engaging in political behavior, they are also more likely to engage in that behavior. This can lead to conflict between employees and employers as well as nepotism and favoritism within the organization (Firfiray et al., 2018). In the public sector, factors such as favoritism and nepotism negatively impact the adoption of HR practices, including recruitment and promotion, as well as employee performance, satisfaction, and commitment (Bilal, Rafi, & Khalid, 2017; Muqadas, Rehman, & Aslam, 2017). Although there is a relationship between political organization and training and development, empirical studies on this matter are lacking (Firfiray et al., 2018). Nepotism and favoritism can occur in almost any organization, and have been observed in both developed and developing countries, as well as in the public and private sectors (Yasmeen & Raza, 2019).

Organizational politics is a destructive behavior that has a significant negative impact on the working population. Regular groupings are conducted as a struggle to control scarce resources, and organizations are the political battlefield where coalitions form and break down in the pursuit of gaining and exercising power. Employees (as political participants, observers of political activities, or impacted third parties) view an event during such a process from their perspective, which may or may not correspond with the realities of the event because people react based on their perceptions of reality rather than on reality itself. As a result, organizational

politics are mostly researched from the viewpoint of employees' perceptions created from workplace politics. A person's impression of the selfish behaviours of others that are typically connected to manipulating corporate processes and frequently entail threatening tactics, influencing others, or both, is known as perceived organizational politics. In training and development program, organizational politics could moderate the association between training and development toward employee performance (Bhattarai, Ganesh, 2021).

Shrestha, Prakash. (2021) highlight this especially; over politics exists in terms of salary and promotion policies in these offices. Likewise, general political advances and behavior are also commonplace in these offices. However, the level of work performance was found to be at an average level. Inferential results show that there is a significant negative impact of organizational politics (in terms of advancement, salary and promotion policies, training and development and political behavior in general) on employee work performance. Shrestha, Prakash's (2021) showed that employees respond in the same way regardless of cultural and organizational context when they feel that their work environment is politically charged.

Organizational politics refers to a sort of human behavior in which individuals consciously act to sway superiors' decisions in favor of themselves. According to Yasmeen and Raza (2019), there is a connection between employee careers and organizational politics. Employees are more likely to engage in political conduct if they observe that others are profiting from it. Nepotism and favoritism within the company as well as conflict between employees and employers may result from this (Firfiray et al., 2018). Favoritism and nepotism have a detrimental effect on hiring and promotion practices in the public sector as well as employee dedication, performance, and satisfaction (Bilal, Rafi, & Khalid, 2017; Muqadas, Rehman, & Aslam, 2017).

In terms of population, Oman is a small nation. As a matter of fact, Oman's population of around 3.5 million people is dispersed across the third biggest land area on the Arabian Peninsula, with the exception of Yemen and Saudi Arabia (CIA, 2009). From the outside, Oman resembles many of its Arab neighbors in terms of culture and rapid economic growth, especially those in the Gulf Cooperation Council (GCC). The significant contextual elements that set Oman apart in the Middle East, despite certain outward similarities, are mostly the result of geography, history, culture, and economic development.

Oman was a "traditional sultanate" that the British helped turn into a state, according to Halliday (2000). Contrary to popular belief, the British had no direct influence over Oman's government or administrative system, despite their significant influence throughout the Gulf and in Oman itself (Rippenburg 1998; Kechichian, 2000). Instead, Oman was under the control of the British "informal empire" in the area, which came to an end when Britain withdrew from Bahrain in 1971 for good (Smith, 2004). On the other hand, Omanis view 1970 as crucial because it was then that the nation started to modernize with Sultan Qaboos' coronation.

Interpreting and comprehending organizational leadership requires a thorough awareness of Oman's political climate. Because of the nation's monarchical system, in which "monarchs not only reign but rule" (Lucas, 2004.), the Sultan is closely linked to the concept of leadership rather than corporate or organizational leaders. Unsurprisingly, Oman is categorized as a "sultanistic" dictatorship as well, with a history of discriminatory politics rooted in clan-based structures defining its rule. The Sultan lacks "popularly based legitimacy," much like its neighbors in the Gulf (Sadiki, 2004; see also Kamrava, 2005; Brownlee, 2002). Rather, the

legitimacy of Oman's rule is derived from clan or tribal relationships. Additionally, according to tradition, the monarch has more influence over the executive branch than the legislative branch (Lucas, 2004). Nearly all political leadership, encompassing all spheres of social and economic life, is centered in the Sultan.

5.7. Organizational politics in the public sector organization of Oman has moderate the relationship between reward and compensation towards employee performance

The seventh objective of this research was to assess organizational politics in the public sector organization of Oman has moderate the relationship between rewards and compensation towards employee performance. The results suggest that organizational politics in the public sector organization of Oman moderate the relationship between reward and compensation towards employee performance. Based on the seventh objective, researcher formulates the hypothesis "Organizational politics moderates the relationship between reward and compensation and employee performance, such that when organizational politics is stronger, the relationship is weaker". The hypothesis testing was accepted.

The finding showed that Organizational politics moderates the relationship between reward and compensation and employee performance, such that when organizational politics is stronger, the relationship is weaker. One of HR practices is reward and compensation that is very important because it includes the mix of financial benefits, services and other benefits that employees receive. Organizational Politics practices within the organization plays an important role in shaping employees' responses to work, with known effects on employee mobility, motivation, performance, other earnings, and retention (Damianus et al., 2022). Despite the importance of employee performance, empirical evidence suggests that organizations and researchers tend to underestimate the importance of politics for employees (Taylor, 2017; Godin, 2017; Munyon, 2021), and politics remains a heavily studied area of HRM research (Abun et al., 2021; Sauer, 2018). Moreover, Organizational politics results in tension, conflict of intentions, and decreased performance. Furthermore, research shows the important role of HRM practices as a catalyst for political behavior and political perception.

Oman's organizational culture has been enduringly impacted by its relative isolation until a short while ago. Oman, despite its quick modernization, belongs to a larger group of Gulf States where economic growth has been spearheaded by the public sector. Therefore, it's possible that the public bureaucracy will resist the kinds of changes that human resource theorists are demanding. For instance, Jabbara and Jabbara (2005) contended that the "pervasive and powerful traditional administration culture" in the Gulf region is the reason why, despite the deliberate adoption of Western management approaches generally, this has not succeeded. The centralized structure of the state, which presupposes that the highest leadership "knows the problems and the changes required to solve them" since they have complete understanding of governance, lends support to this. They have the power to reform and make changes, and they also have the resources to finance and carry out those reforms. Per Farazmand (2006)

Government rules are a major impediment to organizational politics in the Gulf. The regulatory framework in a renter state like Oman could restrict corporate leadership and entrepreneurial activity (Yusuf, 2002). Additionally, Oman is trying to privatize and diversify a large portion of its economy, in line with other nations in the region. This creates chances for leadership as well as obstacles. The long-term development plan, "Vision 2020," is essential to developing its human resources. Human resource development in Oman is mostly driven by the public

sector and appears to have been modeled after comparable schemes in Malaysia, which is also a source of policy inspiration for other Arab Gulf states. Furthermore, employment in the public sector is preferable to employment in the private sector for citizens, in keeping with other Arab Gulf governments. Through human resource development, an indigenization program dubbed "Omanization" seeks to eradicate this; despite Oman's small private sector, public sector organizations and state-owned businesses dominate the country's economy (Budhwar et al., 2002).

5.8. Organizational politics in the public sector organization of Oman has moderate the relationship between performance appraisals towards employee performance

The eighth objective of this research was investigating organizational politics in the public sector organization of Oman has moderate the relationship between performance appraisals towards employee performance. The results suggest that organizational politics in the public sector organization of Oman moderate the relationship between performance appraisals towards employee performance. Based on the eighth objective, researcher formulates the hypothesis "Organizational politics moderates the relationship between performance appraisal and employee performance, such that when organizational politics is stronger, the relationship is weaker". The hypothesis testing was accepted.

This research confirms that organizational politics moderates the relationship between performance appraisal and employee performance, such that when organizational politics is stronger, the relationship is weaker. Previous studies have confirmed that politics in organizations is often perpetrated against workers. Politics is used to influence employers or top management to give them higher ratings or better positions within the company (Maldonado et al., 2018). In addition, Maroofi et al found that political influence strategies can also provide opportunities for employees to get salary increases and career advancement (Maroofi et al., 2017). Organizational politics causes individual discrimination, because workers use political influence to further their own interests. Employees view organizational politics as a threat because it can result in discrimination, especially against those who are older. Supervisors may display political behavior when evaluating employee performance, such as refusing promotions or salary increases to older employees (Mowlaei, 2017; Maldonado et al., 2018).

5.9 Organizational politics in the public sector organization of Oman has moderate the relationship between employee empowerment towards employee performance

The ninth objective of this research was assessing organizational politics in the public sector organization of Oman has moderate the relationship between employee empowerment towards employee performance. The results suggest that organizational politics in the public sector organization of Oman moderate the relationship between performance appraisals towards employee performance. Based on the ninth objective, researcher formulates the hypothesis "Organizational politics moderates the relationship between employee empowerment and employee performance, such that when organizational politics is stronger, the relationship is weaker". The hypothesis testing was accepted.

The current study confirms that organizational politics moderates the relationship between employee empowerment and employee performance, such that when organizational politics is stronger, the relationship is weaker. Researchers found that empowerment has been recognized

as an effective strategy for improving individual and organizational performance (Tamunomiebi & Chika-Anyanwu, 2020). Tamunomiebi and Chika-Anyanwu (2020) suggest that increased job satisfaction and creativity can be achieved through psychological empowerment. Fardin, (2012) argues that organizational effectiveness and flexibility are related to empowerment practices. Damianus et al. (2021) propose several empowerment practices that can improve performance, such as establishing responsibility and accountability, sharing information and independence, encouraging creativity, initiative and innovation, and participating in decision-making processes. A study cited in Tamunomiebi and Chika-Anyanwu, (2020) by Raub and Robert (2010) supports the idea that job satisfaction, managerial effectiveness, creativity, and team performance are influenced by empowerment. They show that giving workers control, authority, power and discretion over their work has an impact on job satisfaction and work performance (Damianus et al., 2021).

Atta et al., (2012) highlight the A important employee attitude construct that has increased management comprehension in a variety of workplace behaviours is the organizational commitment. Organizational citizenship, business development, performance, turnover, and absenteeism have all been found to be substantially

correlated with organizational commitment. Organizational commitment is a crucial employee attitude that is appreciated. It has good effects on a variety of outcomes and, very rarely, negative potential, such as when information system initiatives are escalated without justification. Organizational politics seems to be a useful and expanding area of study. This study validates and clarifies how managers perceive organizational politics. Politics can be regarded and, in fact, can have unofficial and unfavorably perceived aspects. Organizational politics can be a good thing for businesses when psychological empowerment among staff grows.

5.10. Organizational politics in the public sector organization of Oman has moderate the relationship between job designs towards employee performance

The tenth objective of this research was investigating organizational politics in the public sector organization of Oman has moderate the relationship between job design towards employee performance. The results suggest that organizational politic in the public sector organization of Oman moderate the relationship between job designs towards employee performance. . Based on the tenth objective, researcher formulates the hypothesis” Organizational politics moderates the relationship between job design and employee performance, such that when organizational politics is stronger, the relationship is weaker”. The hypothesis testing was accepted.

The finding of this research indicated that organizational politics moderates the relationship between job design and employee performance, such that when organizational politics is stronger, the relationship is weaker. This finding supported by previous studies have shown that work design impacts employee performance

(Morgeson & Johns, 2017). The concept of job design includes aspects related to the content and organization of one's work tasks, activities, relationships, and responsibilities, and it has been recognized as a key antecedent of performance (Parker et al., 2017). From a contemporary perspective on job design, Angeles, (2022) identified four types of work characteristics: task, knowledge, social, and work. Task characteristics include autonomy, task variety, task significance, task identity, and job feedback - the dimensions analyzed by the job characteristics

model. Knowledge characteristics include job complexity, information processing, problem solving, skill variety, and specialization. Social characteristics include social support, interdependence, interaction outside the organization, and feedback from others. Finally, work context characteristics include ergonomics, physical demands, work conditions, and equipment. While all work environmental characteristics are important, this study focuses on the analysis of task significance (task characteristics) and social support (social characteristics) as important factors for improving employee job performance. Previous research has identified a positive relationship between task significance and job performance, as well as between social support and job performance (Angeles, 2022).

The pursuit of individual agendas and self-interest in an organization without consideration of their impact on the organization's attempts to achieve its goals is known as organizational politics. It has a great deal of influence over the affairs and behavior of employees in an organization. Organizations have undoubtedly struggled with organizational politics over the years and continue to make every effort to address this issue so as not to interfere with the attainment of company goals and objectives. Organizations are seen as intricate networks of people and alliances, each with their own goals, ideals, preferences, and worldviews. For the limited organizational resources, the coalitions are always in competition with one another. The principal tool for use in competition and conflict is influence, together with the power and political actions by which this is earned and maintained (Muiruri, Z. 2023).

The performance of municipal personnel is negatively impacted by organizational politics, according to Albloush et al. (2020). Employee unhappiness and a sense that their workplace is unjust and unfair as a result has a detrimental impact on their performance. The current study is also the first one in Jordan to examine the relationship between organizational politics and employee performance. Moreover, by demonstrating how organizational politics impact employee performance, their new study adds to the body of research. On the other hand, this study only included a limited sample of Amman Municipality employees; future research may use a larger sample to see whether the findings differ from previous studies.

6. Conclusion

As discussed in the statistical analysis, the results indicated that there was a positive significant relationship between (a) training and development, (b) rewards and compensation, (c) performance appraisal, (d) employee empowerment and (e) job design towards employee performance. These results confirm to support H1-H5. The adjusted coefficient of determination of the model is R^2 0.887 with p -value <0.01 . As a result, the independent variables (training and development, reward and compensation, performance appraisal, employee empowerment and job design) towards public sector organization employee performance were significant and H1-H5 was accepted.

The research findings also confirm that organizational politics did moderate relationship between (a) training and development, (b) rewards and compensation, (c) performance appraisal, (d) employee empowerment and (e) job design towards employee performance. These results confirm to support H6-H10. The adjusted coefficient of determination of regression between all integrated variable (training and development x organizational politics, reward and compensation x organizational politics, performance appraisal x organizational politics, employee empowerment x organizational politics, job design x organizational politics) was R^2 0.869 with p -value <0.01 . As a result, the interaction term (training and development

x organizational politics, reward and compensation x organizational politics, performance appraisal x organizational politics, employee empowerment x organizational politics, and job design x organizational politics) and public sector organization employee performance were significant and H6-H10 was accepted.

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