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## The Relationship Between Human Resource Management Practices and Employee Performance Moderated by Organizational Politics in Oman: A Conceptual Paper

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### Abstract

The main purpose of this study is to examine the impact of human resource management practices on employee performance. Specially the objective of this study are as follows (1) to determine the impact of human resource management practices: (a) training and development, (b) rewards and compensation, (c) performance appraisal, (d) employee empowerment, and (e) job design on employee performance in the public sector organization of Oman. (2) to explore the moderating impact of organizational politics on the relationship between human resource management practices: (a) training and development, (b) rewards and compensation, (c) performance appraisal, (d) employee empowerment, and (e) job design on employee performance in the public sector organization of Oman. The target respondent is employee who are currently working on public sector in Oman.

**Keywords:** Training, Rewards, Performance, Empowerment, Appraisal, Oman

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### 1. Introduction

Public sector organizations are the souls of a country where the concept of good corporate governance is reflected in the performance of civil servants itself. Optimal performance can only be realized if there are no disruptions in the form of human resource issues such HRM practices occur in public sector organizations (Kulla, Yunias & Soetjpto, Budi Eko, 2017).

This study seeks to investigate of human resource management practices, the factors that may influence to employee performance in public sector rather than the private sector. Public sector organizations are responsible for providing various services to the wider community as part of the economic activities regulated or financed by the government (Kasemsap, 2018). The public sector includes institutions in the local government, municipal government, or central government that are funded directly by the government through tax revenues from the public. In many countries, the public sector includes services such as infrastructure, waste management, water management, public healthcare, citizen safety services, and nursing homes (Alhanaqtah et al. 2019)

The human resource management (HRM) practices can increase employee motivation and performance (Brunetto & Beattie, 2019). In-depth literature shows that HRM knowledge is essential in any business, whether in manufacturing, services, or public service (Hee et al.,

2018). The HRM practices have the ability to create more intelligent, flexible, and competent organizations than competitors through the adoption of policies and practices that concentrate on recruiting, selecting, and training skilled employees, as well as directing their best efforts to work collaboratively within the organization's resource pool. HRM practices encompass performance appraisal, compensation, promotion, incentives, job design, participation, engagement, communication, job security, and other functions (Hee et al., 2018)

Previous researches have confirmed a positive relationship between HRM practices, firm 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, most of previous studies more focus on business organization, this study focusses on the practices of human resource management in public sector in Oman. So, to improve organizational performance through employee performance, public sector organization must attract, develop, and retain top talents in the market who can meet their customers' preferences, develop skilled employees (Klein, 2004; Zaharee et al., 2018; Krekel et al., 2019).

## **2. Literature Review and Hypotheses**

### **2.1. Literature Review**

The concept of employee performance in the public sector has become a topic of discussion both locally and internationally, both practitioners and researchers. Many public sector organizations have failed in their mandate to improve employee performance with the aim of intensifying service delivery to the public. Employee performance is significant role to achieve mission and vision of any organization (Amha & Brhane,2020)

Public sector organizations in several countries are considered as one of the inefficient institutions where poor governance, delayed work processes, corruption, political and individual influence, lack of resources, low protection and salaries of public employees are the causes. 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. Shah, et al, (2015) found that corruption and political interference, lack of training processes, the compensation and reward system, the performance appraisal, lack of employee empowerment, lack of employee participation in decision making have a significant effect on employee performance.

However, Public sector organizations are increasingly competing with private sector employers for qualified staff with tertiary graduates (Bright & Graham, 2015; Fowler & Birdsall, 2020). At the same time, many scholars and practitioners are concerned about how well or how poorly public employers are performing in seizing opportunities for these talented workers. Linos (2018) shows that the number of people interested in government jobs is steadily decreasing. Fowler and Birdsall (2020) then pose the question: "Why do the best and brightest avoid the public sector to work in the private sector?"

Human resource (HR) designs a management system to ensure that human talent is used effectively and efficiently to achieve organizational goals (Mathis & Jackson, 2011). The application of human resource management in public sector must be based on logic, and the

process of searching, selecting, developing, training, evaluating, motivating, rewarding, organizational development, career management, and other processes included in human resource management in organizations is carried out as organizational measures to meet specific resource needs.

Several studies on the public sector illustrate the importance of HRM in the development and motivation of human resources. Because the public sector is a crucial and vital sector for the development of a country, the government needs to take steps to ensure work safety and competitiveness among workers (Watty-Benjamin, & Udechukwu, 2014). HRM claims to be an important management tool for achieving better efficiency and higher performance in public sector organizations, provided it is integrated with proper institutional arrangements, budgeting authority and accountability (Waxin and Bateman, 2009).

Employees are an important asset and the backbone of every organization include public sector organization to ensure the public sector organization can operate smoothly. public sector organization need employees who have the best performance to achieve public sector organization goals and objectives. However, one of the challenges that public sector organization have to face is the ever-present problem of employee performance. The practice of human resource management within an organization determines the state of the organization at a reasonable level or vice versa. In general, the practice of human resource management has always been the main focus of employers to achieve organizational goals. Employers need to have a good strategy in place to ensure employees don't leave the organization. Based on Armstrong and Taylor (2020), human resource management is a guide that allows professionals to master the principles of human management and establish the best standards to ensure a professional approach to employee management. Meanwhile, Obeidat et al, (2019) explains that human resource management practices all actions and practices that affect employees in an organization. Domains that cover human resource management practices are recruitment and selection, training and development, rewards, performance appraisal, and participation and communication.

Organizations should view their staff as an important resource for organizational development. Diverse human resource activities are the means to inspire employees, preserve human capital, and create service. Therefore, modern human resources departments realize that the satisfaction of the internal customer (the employee) leads to the satisfaction of the external customer (the customer). In this manner, 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). The practices of HRM that can affect employee performance are: (a) training and development; (b) rewards and compensation; (c) performance appraisal; (d) employee empowerment; and (e) job design (Dinesh & Senthil, 2019).

According to Nguyen et al. (2020), HRM practices enable an organization to achieve its goals effectively and efficiently. This is because HRM matches and enhances individual skills to assure quality outcomes within the organization. Moreover, it rewards employees for the work done, which makes them more effective and increases their value (Ahmad et al., 2022). Hence, to attract and retain qualified employees, HRM practices need to be regulated professionally.

Ineffective HRM practices cause turnover in an organization even if it has selected and hired qualified employees.

Currently, HRM practices in the public sector of Oman face several challenges, such as the underutilization of local workers (Al-Wahshi, 2016). To meet the needs of the workforce, it is very dependent on expatriates in both skilled and unskilled positions. Studies show that the Omani education system does not produce sufficiently skilled workers to meet the current labor market requirements (Al-Wahshi, 2016). Concurrently, the high unemployment rate is a significant problem in Oman. The latest statistics show that the number of job seekers was over 50,000 while the unemployment rate was 3.12% in 2021, an increase of 0.18% from 2020. In turn, the 2020 unemployment rate was 1.09% higher than that of 2019 (NCSI, 2021). Undoubtedly, the inadequacy of skilled and educated employees has had a negative impact on government organizations. Another problem for HRM in the Omani public sector is the poor skill of organizational leaders in managing human resources, which has led to a loss of competitiveness compared to other countries. To be effective, it is necessary for the public sector to shift its HRM focus from mere operations to corporate strategy (Al-Wahshi, 2016). The combination of business strategy with HRM strategy can help an organization increase its competitive advantage.

Human behavior is formed through a set of interrelated HRM practices. As such, HRM practices can be used to improve individual employees' performance by motivating them and creating healthy competition among them. Specifically, Jashari, Arta & Kutllovci Enver (2020) highlighted that a transparent recruitment and selection process, training and development opportunities, performance-based rewards, participation in decision-making processes, and safe and motivating working conditions are the HRM practices that can maximize employee performance.

Many previous studies (Alsafadi, Y., & Altahat, 2021; Grobler & Mathafena, 2019; Al-Wahshi, 2016) show that employee training and development plays an important role in improving the performance and quality of human resources. New and existing employees need to be trained regularly so they have the appropriate skills and abilities that are needed now and, in the future, to succeed. Training is the responsibility of managers and can be conducted at all levels of the organization. A lack of training hinders the ability of employees to do basic work. Meanwhile, Younas et al. (2018) emphasized that training and development has a significant effect on employee performance. However, the problem in Oman is that most companies in the private and public sectors are still heavily dependent on foreign workers to achieve development goals, mainly due to the lack of required skills among the local workforce. An acute shortage of skills among Omani citizens poses challenges for the Omani public sector, necessitating the need to take serious steps in HRM development (Othayman et al., 2020). Therefore, this study seeks to examine the relationship between training and development and employee performance in the Omani public sector.

The reward and compensation system are an important strategic tool to increase employee motivation and productivity. By implementing a fair reward and compensation mechanism, organizations have the ability to attract the right employees, retain them, and motivate them to deliver desired performance. Research shows that reward and compensation is a HRM practice

that plays a key role in influencing employee performance (Baledi & Al Saed, 2017). Thus, a fundamental part of HRM practices is to generate development in the organization's compensation system through planning and implementation. Unfortunately, Oman's public sector lacks a strictly and consistently applied reward and compensation system. Since 2013, employees of the Oman public sector have received neither promotions nor salary increments. This has serious negative effects on their motivation, attitude, and behaviors towards work, which ultimately derails their performance. The poor reward system is thus one of the key issues diminishing the service quality and performance of Oman's public-sector employees compared to those of the private sector. Therefore, the relationship between the reward and compensation system and employee performance is an area that demands further investigation in the Omani context.

Employee performance appraisal is an interesting topic in any organization, including in the public sector. The performance appraisal is a system that involves the process of measuring, evaluating, and influencing employees' attributes, behaviors, and performance in relation to predetermined standards or objectives. It is a systematic description of employees' strengths and weaknesses relevant to the job for the purpose of making decisions about them. Balu (2017) argued that performance appraisals do not only aim to improve individual performance but also help improve team, department, and group performance. In the public sector, the appraisal process uses relevant tools to measure employee performance (Balu, 2017). However, this process is unclear in the Omani public sector, which necessitates further study.

Empowered employees have a sense of competence or self-efficacy specific to their work along with confidence about their ability to perform the work well and skillfully. They have a sense of meaning, feel that their work is important, and care about what they are doing. They also have perceptions of impact; that is, they believe that others listen to their ideas, that they have influence on their work, and that they can change strategic, administrative, or operating outcomes in their organization. Empowerment involves a fit between the requirements of one's work role and one's beliefs, values, and behaviors (Mahmoud et al., 2021). Accordingly, research has identified the importance of availing access to opportunities to employees to empower them. Such empowerment would boost their performance and consequently ensure organizational success (Salome & Makori, 2017). Therefore, the empowerment of employees can be considered a vital HRM practice to improve employee performance in the Omani public sector.

Job design is the division of work tasks assigned to an employee in an organization that specifies what the employee does as well as how and why it is done. The issue of job design is crucial in any organization, because designing a job properly inevitably impacts the performance of the employee who holds that job (Ma et al., 2022). Effective job design contributes to the achievement of organizational objectives and employee satisfaction.

It is the responsibility of HRM to provide employees an appropriate internal environment, especially one that is conducive for innovation and creativity in service provision (Mahmoud et al., 2021). In light of this, an important aspect of HRM practices within an organization is workplace politics (i.e., organizational politics) (Osman M. Karatepe, 2013) politics as an intentional social influence process in which behavior is strategically designed to maximize



short-term or long-term self-interest. Organizational politics is present across a wide range of job types (i.e., from top management down to line employees) and can affect a variety of organizational behaviors. Members of an organization typically engage in politics to try and make themselves look better. Perceptions of workplace politics can differ among employees and influence their thoughts, feelings, and behaviors (Riaz, 2020). For example, an employee may not be affected by certain political actions; however, other employees who are the target of these actions can be harmed. This subjective evaluation of political actions makes it difficult to connect to work outcomes because people interpret these actions in many different ways. Much of the prior research on the perception of workplace politics and work outcomes has revealed the negative consequences of politics at the workplace, such as decreased job performance, job stress, lower job satisfaction, higher turnover intention, less organizational communication behavior, and weaker affective commitment. Therefore, organizational politics appears to have a significant role in employee behavior. Notably, the effect of HRM practices on employee performance within public service organizations is likely to be influenced by workplace politics, whereby employees may respond to such practices differently depending on their perception of politics in their environment.

Alsafadi, Y., & Altahat, S. (2021) and Saleh et al. (2020) emphasized that employee performance has a positive impact on organizational performance, the examination of HRM practices is imperative to enhance employee performance. Based on the above discussion, this research aims to study the effect of five HRM practices (i.e., training and development, rewards and compensation, performance appraisal, employee empowerment, and job design) on employee performance in the public sector of Oman via the moderating effect of organizational politics.

## **2.2. Hypotheses**

### **2.2.1 Training and Development and Employee Performance**

Previous researchers (e.g., Mohammed et al., 2022; Younas et al., 2018; Anwar, G., & Abdullah, N. N. (2021)) have confirmed that employee training and development is an important activity of HRM in improving and developing employee performance. Training and development is an excellent strategy for achieving organizational goals in this competitive world. When employees are trained, they are better equipped to handle the current and future challenges faced by the organization. Skilled employees are essential for overall organizational development. Training and development increases productivity and service quality. The most effective outcome of employee and organizational training is overall performance improvement, which is reflected in increased output quantity, profit growth, stability, lower prices for customers, increased agency control, and organizational recognition nationally and internationally. Training and development have a direct effect on HR outcomes and an indirect effect on the overall performance of the organization and its employees. Well-trained employees are invaluable to organizations, enabling them to achieve long-term goals. Training also improves employees' interpersonal skills, helping organizations build a skilled workforce.

Based on this discussion, it is hypothesized that:

*H1: There is a positive relationship between training and development and employee performance.*

### **2..2.2. Reward and Compensation and Employee Performance**

The reward and compensation system are crucial for any organization, including in the public sector of Oman. Through this system, the public sector has the ability to attract the right employees, retain them, and motivate them to give desirable performance. Employee performance on the job is an indication of an organization's ability to achieve its goals efficiently (Tripathy et al, 2022).

Most organizations use different rewards to influence and improve employee performance. Aktar, Sachu, and Ali (2012), as cited in Kolluru (2021), stated that rewards are a significant way to encourage employees to make their best efforts and create innovative ideas that improve organizational performance, both financially and non-financially. Knowledgeable and motivated employees reflect satisfactory organizational performance and can make an organization competitive, cost-effective, a market leader, and more profitable. Deci, Koestner, and Ryan (1999), as cited in Kolluru (2021), categorized rewards into two basic types: extrinsic and intrinsic. Chinyio, Suresh, and Salisu (2018) described total rewards as all the monetary, non-monetary, intrinsic, extrinsic, and social rewards that employees receive from employers.

Based on the discussion above, it is hypothesized that:

*H2: There is a positive relationship between rewards and compensation and employee performance.*

### **2.2.3. Performance Appraisal and Employee Performance**

Performance appraisal is inherently subjective because people have different talents and abilities. Information technology can also make the appraisal process easier and more efficient, which is an important aspect of HRM. However, many organizations fail to consider managerial competencies in their appraisal process, even though these competencies are essential for managerial success (Abraham et al., 2001, cited in Balu, 2017). To achieve success in the future, organizations must ensure that they incorporate these managerial competencies in their appraisal process.

Performance appraisal provides employees with valuable feedback that they can use to improve their performance (Ahmed, 2011, cited in Peter & David, 2017). This feedback includes suggestions for improvement and encouragement. The performance appraisal system also has a significant impact on employee perceptions of justice, which can affect employee attitudes and behavior and, in turn, influence organizational performance. It has been suggested that adequate performance appraisals based on performance appraisal policies can lead to improvements in employee performance. Feedback, especially when given on an interpersonal basis between supervisor and subordinates, has been found to be particularly useful and effective in motivating employees to improve their performance (Peter & David, 2017).

Therefore, it is hypothesized that:

*H3: There is a positive relationship between performance appraisal and employee performance.*

#### **2.2.4. Employee Empowerment and Employee Performance**

Employee empowerment initiatives, such as career development, can improve the relationship between managers and subordinates. High-performing employees tend to be more satisfied with their work (Mahmood & Sahar, 2017). Empowerment also affects work and job satisfaction (Ngqeza & Dhanpat, 2021), and employees may use informal power, such as their expertise, to influence managers to make decisions that they believe are appropriate for specific customer service situations. Informal power can also help migrant workers learn a new language (Eriksson & Engstrom, 2018). Perceptions of both formal and informal power can influence access to organizational empowerment structures, and a combination of formal power, informal power, and access to empowerment structures can predict an employee's level of involvement in work-related decisions (Ngqeza & Dhanpat, 2021).

In line with the arguments above, it is hypothesized that:

*H4: There is a positive relationship between employee empowerment and employee performance.*

#### **2.2.5. Job Design and Employee Performance**

Job design affects the effectiveness of HR, so jobs must be designed based on the characteristics and abilities of the job holders. This is considered the most important function of HRM. Job design involves the tasks, activities, and responsibilities that must be performed by workers to create value and maximize performance. Researchers have identified several modern factors that play a significant role in job design, including job control, job demands, role clarity, skill utilization, job security, support, and social contract (Al-Edeinat, 2021).

Al-Edeinat (2021) focused on the relationship between elements of job design, based on a model of job characteristics including autonomy, task significance, and feedback, and their relationship to employee performance. The results of his research showed the positive and significant effects of autonomy, task significance, and feedback on employee performance. Autonomy was found to be the strongest predictor of employee performance.

Based on the discussion above, it is hypothesized that:

*H5: There is a positive relationship between job design and employee performance.*

#### **2.2.6. The moderating role of organizational politics in the relationship between training and development and employee performance**

Organizational politics is a type of behavior in which individuals intentionally act to influence decisions in their own favor. Yasmeen and Raza (2019) found that there is a relationship between politics in an organization and employee survival. When employees see others benefiting from engaging in political behavior, they may also be more likely to engage in such behavior. This can lead to the creation of conflicts between employees and employers and the occurrence of nepotism and favoritism in organizations (Firfiray et al., 2018). In the Pakistani



public sector, factors such as favoritism and nepotism negatively impact the implementation 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) argued that injustice in the appointment of individuals based on politically driven favoritism can ultimately affect the sense of fairness among employees. Favoritism and nepotism can lead to the creation of a political environment within the organization that hinders competition for higher positions and blocks the career advancement of high performers, which can negatively impact employee and organizational performance (Yasmeen & Raza, 2019). Although there is a relationship between organizational politics and training and development, there is a lack of empirical studies on this subject (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 both the public and private sectors (Yasmeen & Raza, 2019).

Therefore, it is hypothesized that:

*H6: Organizational politics moderates the relationship between training and development and employee performance, such that when organizational politics is stronger, the relationship is weaker.*

### **2.2.7. The moderating role of organizational politics in the relationship between reward and compensation and employee performance**

Organizational politics involves the use of power to influence various actions in order to achieve positive outcomes for workers. Among HR practices, compensation is particularly important (Sauer, 2018), as it includes the mix of financial benefits, services, and perks that employees receive in exchange for their participation in a contingent employment relationship. Compensation also plays a significant 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, evidence suggests that organizations and scholars tend to undervalue the importance of compensation for employees (Taylor, 2017; Godin, 2017), and compensation remains a heavily studied area in HRM research (Abun et al., 2021).

At the same time, some stressors in organizations are as pervasive and negative as organizational politics, which represent illegitimate and selfish activities strategically designed to benefit, protect, or enhance personal interests, often at the expense of the organization and its members (Yasmeen & Raza, 2019). As a form of counterproductive behavior (Munyon, 2021), organizational politics results in tension, conflicting intentions, and reduced performance. Furthermore, early political theory (Munyon, 2021) and subsequent research suggest an important role of compensation practices as a catalyst for political behavior and perceptions of politics. Surprisingly, however, there has been little research on the relationship between compensation and organizational politics. If compensation practices can set the stage for negative political behavior, it is important to consider the conditions under which these effects may occur so that trade-offs with such compensatory practices can be mitigated.

Therefore, it is hypothesized that:

*H7: Organizational politics moderates the relationship between reward and compensation and employee performance, such that when organizational politics is stronger, the relationship is weaker.*

### **2.2.8. The moderating role of organizational politics in the relationship between performance appraisal and employee performance**

Organizational politics is caused by the manipulation of power within an organization. Power is the ability to influence subordinates to comply with the wishes or goals of a high-ranking official, such as a company manager. Politics are used to protect or enhance personal interests and to pursue individual or group goals. Therefore, it is often used to abuse power by individuals or groups (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, previous research has demonstrated that it is often practiced against workers, with political influence being used to sway 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, particularly against those who are older. Supervisors may display political behavior when evaluating employee performance, such as denying 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 a work environment, organizational politics is more likely to be discriminatory. Typically, this discrimination occurs when there is a relationship between OP and organizational justice in the workplace (Mowlaei, 2017). For instance, employees may display political behavior if they are denied salary increases and promotions due to perceived injustice in their performance evaluations. This situation illustrates that discrimination can arise from two sources: discrimination by supervisors or discrimination by the organization as a whole.

Based on this discussion, it is hypothesized that:

*H8: Organizational politics moderates the relationship between performance appraisal and employee performance, such that when organizational politics is stronger, the relationship is weaker.*

### **2.2.9. The moderating role of organizational politics in the relationship between employee empowerment and employee performance**

According to Wang and Zhang (2016), empowerment has been practiced by social workers to empower themselves and others in their work. The purpose of empowerment has traditionally

been to improve individual life and welfare. However, as the practice of empowerment has been adopted by business organizations, the purpose has expanded to also include improving the overall well-being of the organization. This has become a concern of HRM managers, who have sought 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 review of the literature indicates that empowerment has been recognized as an effective strategy for improving both individual and organizational performance (Tamunomiebi & Chika-Anyanwu, 2020). Tamunomiebi and Chika-Anyanwu (2020) suggest that increasing job satisfaction and creativity can be achieved through psychological empowerment. Fardin (2012) argued that organizational effectiveness and flexibility are related to empowerment practices. Damianus et al. (2021) proposed several empowerment practices that can improve performance, such as assigning 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 impacts job satisfaction and work performance (Damianus et al., 2021).

Therefore, it is hypothesized that:

*H9: Organizational politics moderates the relationship between employee empowerment and employee performance, such that when organizational politics is stronger, the relationship is weaker.*

## **2.10. The moderating role of organizational politics in the relationship between job design and employee performance**

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).

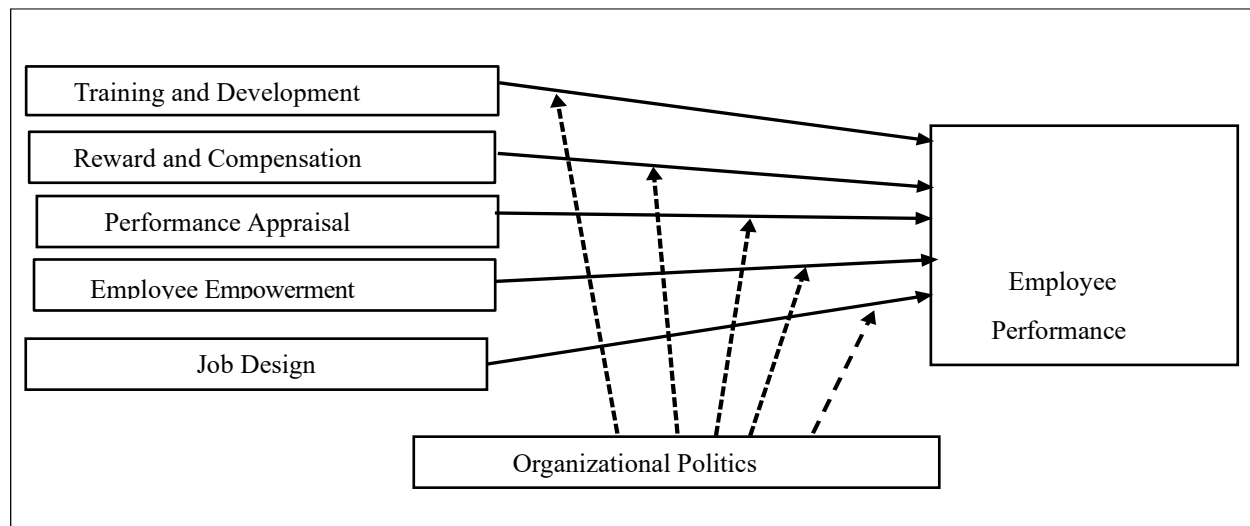
Accordingly, it is hypothesized that:

*H10: Organizational politics moderates the relationship between job design and employee performance, such that when organizational politics is stronger, the relationship is weaker.*

### 2.3. Proposed Research Framework

Based the discussion above, we propose the following framework

#### HRM Practices



**Figure 1. Proposed research framework**

### 3. Conclusion

Previous studies aimed at identifying the existence of an impact of human resources management practices on employee performance, and previous studies were used through reviewing them and how to employ the professional practices of human resource within the organization.

Through the comprehensive review of previous studies, the researchers confirm that training and development, rewards and compensation, performance appraisal, employee empowerment and job design are significantly related with employee performance. The literature also confirm that organizational politics was considered as moderating variable.

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