


THE IMPACT OF HRM PRACTICES, TRANSFORMATIONAL LEADERSHIP AND ORGANIZATION COMMITMENT ON EMPLOYEE PERFORMANCE AT THE MINISTRY OF AGRICULTURE AND FISHERIES IN OMAN THE MODERATING ROLE OF ORGANIZATIONAL JUSTICE

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 20 February 2023</p> <p>Accepted 08 May 2023</p>	<p>Purpose: The purpose of this article is to examine the impact of HRM practices, transformational leadership, and organizational commitment on employee performance in the Ministry of Agriculture and Fisheries in Oman, as well as the moderating role of organizational justice in this relationship.</p>
<p>Keywords:</p> <p>Employee Performance; Transformational Leadership; Human Resource Management Practices; Organizational Commitment; Organizational Justice; Ministry of Agricultural and Fisheries; Oman.</p>	<p>Theoretical framework: This study integrates theoretical perspectives on HRM practices, transformational leadership, organizational commitment, organizational justice, and employee performance. It posits that HRM practices, transformational leadership, and organizational commitment have a direct positive impact on employee performance, while organizational justice moderates the relationship between these factors and employee performance.</p>
	<p>Design/methodology/approach: A survey questionnaire instrument was employed to collect data from 387 employees working at Ministry of Agriculture and Fisheries Wealth (MAFW) department in Oman. For analyzing the data, the SPSS v23 and Partial Least Square SEM using Smart-PLS 3.3.9 were used to test the proposed hypotheses.</p>
	<p>Findings: The results revealed that HRM practices, transformational leadership, and organizational commitment have a significant positive impact on employee performance. Organizational justice was found to moderate the relationship between HRM practices and employee performance, highlighting the importance of fairness and equity in the workplace. However, organizational justice did not moderate the relationship between transformational leadership and organizational commitment with employee performance.</p>
	<p>Research, Practical & Social implications: The findings of this study provide valuable insights into how the Ministry of Agriculture and Fisheries in Oman can enhance its HRM practices, leadership, and organizational commitment to improve employee performance and achieve its objectives. The study's practical implications include the design of effective human resource management strategies that enhance employee performance and contribute to the organization's success. The social implications of the study include the creation of a positive work environment that promotes fairness and equity, leading to improved employee satisfaction and engagement.</p>
	<p>Originality/value: This study adds to the literature on the effectiveness of HRM practices, transformational leadership, organizational commitment, and organizational justice in enhancing employee performance in a specific context,</p>

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namely the Ministry of Agriculture and Fisheries in Oman. The study also highlights the moderating role of organizational justice in the relationship between HRM practices and employee performance, contributing to the literature on the importance of fairness and equity in the workplace.

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O IMPACTO DAS PRÁTICAS DE GRH, LIDERANÇA TRANSFORMACIONAL E COMPROMISSO DA ORGANIZAÇÃO NO DESEMPENHO DOS FUNCIONÁRIOS NO MINISTÉRIO DA AGRICULTURA E PESCAS EM OMAN O PAPEL MODERADOR DA JUSTIÇA ORGANIZACIONAL

RESUMO

Objetivo: O objetivo deste artigo é examinar o impacto das práticas de gestão de recursos humanos, liderança transformacional e comprometimento organizacional no desempenho dos funcionários do Ministério da Agricultura e Pescas de Omã, bem como o papel moderador da justiça organizacional nesse relacionamento.

Referencial teórico: Este estudo integra perspectivas teóricas sobre práticas de gestão de recursos humanos, liderança transformacional, comprometimento organizacional, justiça organizacional e desempenho do funcionário. Ele postula que as práticas de gestão de recursos humanos, liderança transformacional e comprometimento organizacional têm um impacto positivo direto no desempenho do funcionário, enquanto a justiça organizacional modera a relação entre esses fatores e o desempenho do funcionário.

Desenho/metodologia/abordagem: Um instrumento de questionário de pesquisa foi empregado para coletar dados de 387 funcionários que trabalham no departamento de Riqueza do Ministério da Agricultura e Pescas (MAFW) em Omã. Para a análise dos dados, o SPSS v23 e o SEM de mínimos quadrados parciais usando Smart-PLS 3.3.9 foram usados para testar as hipóteses propostas.

Resultados: Os resultados revelaram que as práticas de GRH, a liderança transformacional e o comprometimento organizacional têm um impacto positivo significativo no desempenho dos funcionários. Verificou-se que a justiça organizacional moderou a relação entre as práticas de gestão de recursos humanos e o desempenho dos funcionários, destacando a importância da justiça e da equidade no local de trabalho. No entanto, a justiça organizacional não moderou a relação entre a liderança transformacional e o comprometimento organizacional com o desempenho dos funcionários.

Implicações de pesquisa, práticas e sociais: as descobertas deste estudo fornecem informações valiosas sobre como o Ministério da Agricultura e Pescas de Omã pode aprimorar suas práticas de gestão de recursos humanos, liderança e compromisso organizacional para melhorar o desempenho dos funcionários e atingir seus objetivos. As implicações práticas do estudo incluem o desenho de estratégias efetivas de gerenciamento de recursos humanos que melhoram o desempenho dos funcionários e contribuem para o sucesso da organização. As implicações sociais do estudo incluem a criação de um ambiente de trabalho positivo que promova justiça e equidade, levando a uma maior satisfação e engajamento dos funcionários.

Originalidade/valor: Este estudo acrescenta à literatura sobre a eficácia das práticas de gestão de recursos humanos, liderança transformacional, compromisso organizacional e justiça organizacional para melhorar o desempenho dos funcionários em um contexto específico, ou seja, o Ministério da Agricultura e Pescas em Omã. O estudo também destaca o papel moderador da justiça organizacional na relação entre as práticas de gestão de recursos humanos e o desempenho dos funcionários, contribuindo para a literatura sobre a importância da justiça e equidade no local de trabalho.

Palavras-chave: Desempenho do Funcionário, Liderança Transformacional, Práticas de Gestão de Recursos Humanos, Compromisso Organizacional, Justiça Organizacional, Ministério da Agricultura e Pescas, Omã.

EL IMPACTO DE LAS PRÁCTICAS DE GRH, EL LIDERAZGO TRANSFORMADOR Y EL COMPROMISO DE LA ORGANIZACIÓN EN EL DESEMPEÑO DE LOS EMPLEADOS DEL MINISTERIO DE AGRICULTURA Y PESCA EN OMÁN EL PAPEL MODERADOR DE LA JUSTICIA ORGANIZACIONAL

RESUMEN

Propósito: El propósito de este artículo es examinar el impacto de las prácticas de gestión de recursos humanos, el liderazgo transformacional y el compromiso organizacional en el desempeño del personal del Ministerio de Agricultura y Pesca de Omán, así como el papel moderador de la justicia organizacional en esta relación.

Marco teórico: Este estudio integra perspectivas teóricas sobre prácticas de gestión de recursos humanos, liderazgo transformacional, compromiso organizacional, justicia organizacional y desempeño de los empleados. Postula que las prácticas de gestión de recursos humanos, el liderazgo transformacional y el compromiso organizacional tienen un impacto positivo directo en el desempeño de los empleados, mientras que la justicia organizacional modera la relación entre estos factores y el desempeño de los empleados.

Diseño/metodología/enfoque: Se empleó un instrumento de metodología de encuesta para recopilar datos de 387 funcionarios que trabajan en el departamento de Riqueza del Ministerio de Agricultura y Pesca (MAFW) en Omán. Para el análisis de datos, se utilizaron SPSS v23 y SEM de mínimos cuadrados parciales utilizando Smart-PLS 3.3.9 para probar las hipótesis.

Resultados: Los resultados revelaron que las prácticas de HRM, el liderazgo transformacional y el compromiso organizacional tienen un impacto positivo significativo en el desempeño de los empleados. Se encontró que la equidad organizacional modera la relación entre las prácticas de gestión de recursos humanos y el desempeño de los empleados, destacando la importancia de la justicia y la equidad en el lugar de trabajo. Sin embargo, la equidad organizacional no moderó la relación entre el liderazgo transformacional y el compromiso organizacional con el desempeño de los empleados.

Investigación, práctica e implicaciones sociales: los hallazgos de este estudio brindan información valiosa sobre cómo el Ministerio de Agricultura y Pesca de Omán puede mejorar sus prácticas de gestión de recursos humanos, liderazgo y compromiso organizacional para mejorar el desempeño de los empleados y lograr sus objetivos. Las prácticas prácticas en el estudio incluyen el diseño de estrategias efectivas de gestión de recursos humanos que mejoren el desempeño de los empleados y actúen para el éxito de la organización. Las relaciones sociales del estudio incluyen la creación de un ambiente de trabajo positivo que promueva la justicia y la equidad, lo que lleva a una mayor satisfacción y compromiso de los empleados.

Originalidad/Valor: Este estudio se suma a la literatura sobre la efectividad de las prácticas de gestión de recursos humanos, liderazgo transformacional, compromiso organizacional y justicia organizacional para mejorar el desempeño de los empleados en un contexto específico, es decir, el Ministerio de Agricultura y Pesca en Omán. El estudio también destaca el papel moderador de la justicia organizacional en la relación entre las prácticas de gestión de recursos humanos y el desempeño de los empleados, confiando en la literatura sobre la importancia de la justicia y la equidad en el lugar de trabajo.

Palabras clave: Desempeño de los Empleados, Liderazgo Transformacional, Prácticas de Gestión de Recursos Humanos, Compromiso Organizacional, Justicia Organizacional, Ministerio de Agricultura y Pesca, Omán.

INTRODUCTION

Human Resource Management (HRM) practices, Transformational Leadership, and Organizational Commitment are critical factors that influence employee performance in organizations. In today's highly competitive and dynamic environment, organizations need to maintain a skilled and motivated workforce to achieve their objectives. The Ministry of Agriculture and Fisheries in Oman is no exception to this, as it plays a vital role in ensuring food security and supporting the growth of the agriculture and fisheries sector in the country. Therefore, it is crucial to examine how HRM practices, transformational leadership, and organizational commitment impact employee performance in this organization, and the moderating role of organizational justice in this relationship.

The Ministry of Agriculture and Fisheries in Oman faces various challenges in managing its human resources effectively. According to a report by the Ministry of Agriculture and Fisheries, the organization faces a shortage of skilled personnel, which affects its ability to deliver its services effectively (Ministry of Agriculture and Fisheries, 2021). In

addition, the turnover rate in the organization is relatively high, which indicates that employees may not be fully satisfied with their jobs (Al-Mahrooqi et al., 2017). Therefore, it is essential to identify the factors that influence employee performance in this organization and how they can be improved.

Previous studies have shown that HRM practices, transformational leadership, and organizational commitment positively impact employee performance in various organizations (Alfes et al., 2013; Wong & Hui, 2018; Zhou et al., 2020). However, few studies have investigated the relationship between these factors and employee performance in the Ministry of Agriculture and Fisheries in Oman. Additionally, the moderating role of organizational justice in this relationship has not been adequately explored.

Therefore, this study aims to examine the impact of HRM practices, transformational leadership, and organizational commitment on employee performance in the Ministry of Agriculture and Fisheries in Oman, and the moderating role of organizational justice in this relationship. The findings of this study will provide valuable insights into how the organization can enhance its HRM practices, leadership, and organizational commitment to improve employee performance and achieve its objectives.

Research Questions: Based on the problem statement above, the following research questions are posed:

1. To what extent is the effect of human resources management practices on employee performance at MAFW?
2. To what extent is the effect of transformational leadership on employee performance at MAFW?
3. To what extent is the effect of organizational commitment on employee performance at MAFW?
4. Does organizational justice moderate the relationship between human resource management practices and employee performance at MAFW?
5. Does organizational justice moderate the relationship between transformational leadership and employee performance at MAFW?
6. Does organizational justice moderate the relationship between organizational commitment and employee performance at MAFW?

LITERATURE REVIEW

The employee performance has been studied by many researchers from various

viewpoints (Harlianto, J., 2023). One study aim in exploring the impact of hrm practices, transformational leadership and organization commitment on employee performance at the ministry of agriculture and fisheries in oman the moderating role of organizational justice.

Human Resource Management (HRM) Practices and Employee Performance

HRM practices are critical for the effective management of employees in organizations (Guest, 2017). HRM practices such as recruitment and selection, training and development, performance management, and compensation and benefits can contribute to employee performance in organizations (Yusoff et al., 2020). A study conducted by Yusoff et al. (2020) found that HRM practices have a significant positive impact on employee performance in the public sector context of Malaysia. Similarly, a study by Khalid et al. (2017) found that HRM practices such as training and development, performance appraisal, and compensation and benefits have a significant positive impact on employee performance in the public sector context of Pakistan.

Transformational Leadership and Employee Performance

Transformational leadership is another critical factor that contributes to employee performance (Bass & Riggio, 2006). Transformational leaders inspire and motivate employees to achieve their goals, leading to higher levels of performance (Bass & Riggio, 2006). A study conducted by Qureshi et al. (2013) found that transformational leadership has a significant positive impact on employee performance in the public sector context of Pakistan. Similarly, a study by Alotaibi and Hussain (2019) found that transformational leadership has a significant positive impact on employee performance in the public sector context of Saudi Arabia.

Organizational Commitment and Employee Performance

Organizational commitment is another critical factor that contributes to employee performance (Meyer & Allen, 1997). Employees who are committed to their organizations are more likely to be productive and engaged in their work (Meyer & Allen, 1997). A study conducted by Al-Hussami et al. (2019) found that organizational commitment has a significant positive impact on employee performance in the public sector context of Jordan. Similarly, a study by Bhanugopan and Gupta (2019) found that organizational commitment has a significant positive impact on employee performance in the public sector context of India.

Organizational Justice as a Moderator

One's perspective on resource allocation and incentive programs is what is meant by the concept of organizational fairness (A et al., 2022). Organizational justice is another critical factor that moderates the relationship between HRM practices, transformational leadership, organizational commitment, and employee performance. Organizational justice refers to the perceived fairness of organizational processes and outcomes. When employees perceive that they are being treated fairly, they are more likely to be committed to their organizations and perform well (Colquitt, 2001). A study by Usman et al. (2020) found that organizational justice moderates the relationship between HRM practices and employee performance in the public sector context of Pakistan. Similarly, a study by Yusof et al. (2018) found that organizational justice moderates the relationship between transformational leadership and employee performance in the public sector context of Malaysia.

The literature review highlights the critical role of HRM practices, transformational leadership, and organizational commitment in enhancing employee performance in organizations. The review also highlights the moderating role of organizational justice in the relationship between these factors and employee performance. However, there is a lack of research on the effectiveness of HRM practices, transformational leadership, and organizational commitment in enhancing employee performance in the Ministry of Agriculture and Fisheries in Oman, as well as the moderating role of organizational justice in this relationship. This study aims to address this gap in the literature by exploring the relationship between HRM practices, transformational leadership, organizational commitment, and employee performance in the Ministry of Agriculture and Fisheries in Oman, while also examining the moderating role of organizational justice.

METHOD

Research Design

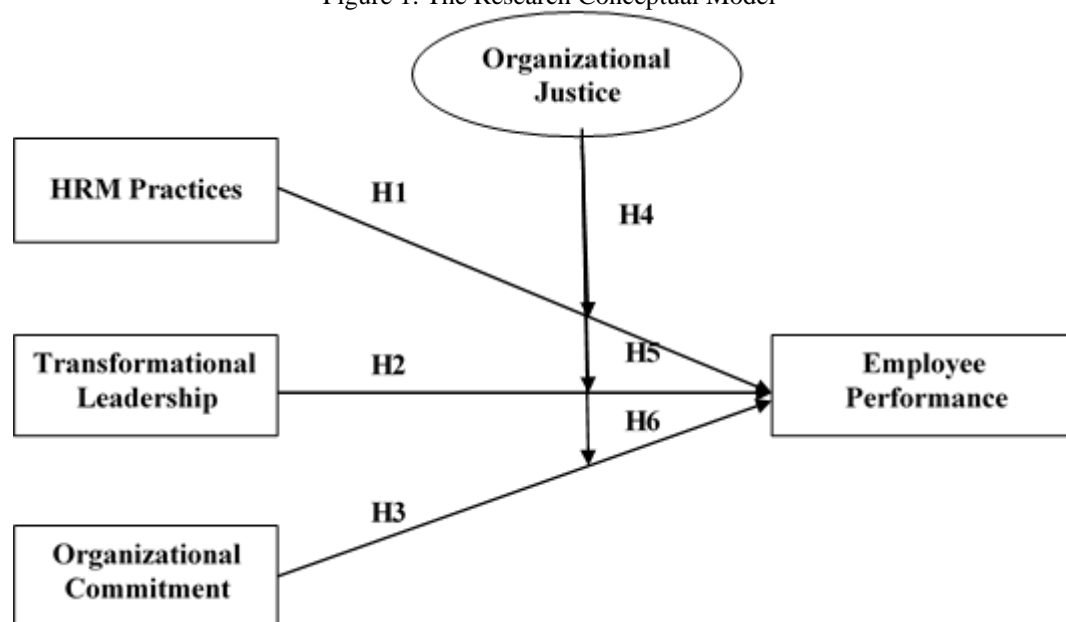
Research design refers to the plan or strategy for shaping a study that includes steps for collecting and analyzing data. According to Claire (1962), research design is "the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure." This design is considered the blueprint for collecting, measuring, and analyzing data (Kothari, 2004).

There are three main types of research design: explanatory, descriptive, and exploratory. Explanatory research is used to determine a causal relationship between variables

and focuses on HRM practices, transformational leadership, and organizational commitment's effects on employee performance in Oman's Ministry of Agriculture and Fisheries, with organizational justice as a moderating variable. This type of research is considered suitable when seeking proof for certain variables that affect other variables in the same way (Freund, Wilson & Sa, 2006). The study uses statistical tests to test reliability and validity, underlying the theoretical framework.

Research Model

Figure 1. The Research Conceptual Model



Research Hypotheses

H1: Human resources management (HRM) practices has a significant effect on employee performance

H2: Transformational leadership has a significant effect on employee performance.

H3: Organizational commitment has a significant effect on employee performance.

H4: Organizational justice significantly moderates the relationship between HRM practices and employee performance.

H5: Organizational justice significantly moderates the relationship between transformational leadership and employee performance.

H6: Organizational justice significantly moderates the relationship between organizational commitment and employee performance.

Research Methodology

This study examined the impact of HRM practices, transformational leadership, and organizational commitment on employee performance at the Ministry of Agriculture and Fisheries in Oman, while also exploring the moderating role of organizational justice. A total of 387 employees were sampled using a convenience sampling technique, and a self-administered questionnaire was used to collect data on four sections: HRM practices, transformational leadership, organizational commitment, and organizational justice. The questionnaire consisted of a combination of closed-ended and Likert scale items. Descriptive and inferential statistics, including correlation and regression analysis, were used to analyze the data, and a moderated regression analysis was conducted to explore the moderating role of organizational justice. The questionnaire was pretested for reliability and validity, and Smart-PLS bootstrapping procedure was used to test the hypotheses of the structural model.

DATA COLLECTION

Data for this study came from primary and secondary sources. Primary data was collected using a survey questionnaire method involving targeted MAFW employees. Secondary sources of data come from conducting desktop research and reviewing articles from journals, conferences, conventions, and online sources from the Internet, as well as reports and documents from MAFW and other local sources in Oman.

VARIABLES MEASUREMENTS

HRM practices: scale by Yusoff et al. (2020) on recruitment, selection, training, development, performance management, compensation, and benefits.

Transformational leadership: Multifactor Leadership Questionnaire (MLQ) by Bass and Avolio (1995) on inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration.

Organizational commitment: scale by Meyer and Allen (1997) on affective, normative, and continuance commitment.

Organizational justice: scale by Colquitt (2001) on distributive, procedural, and interactional justice.

Employee performance: scale by Yusoff et al. (2020) on task, contextual, and innovation performance.

RESULTS AND DISCUSSION

Figure 2: Presented the AVE and factor loadings calculated through PLS-Algorithm.

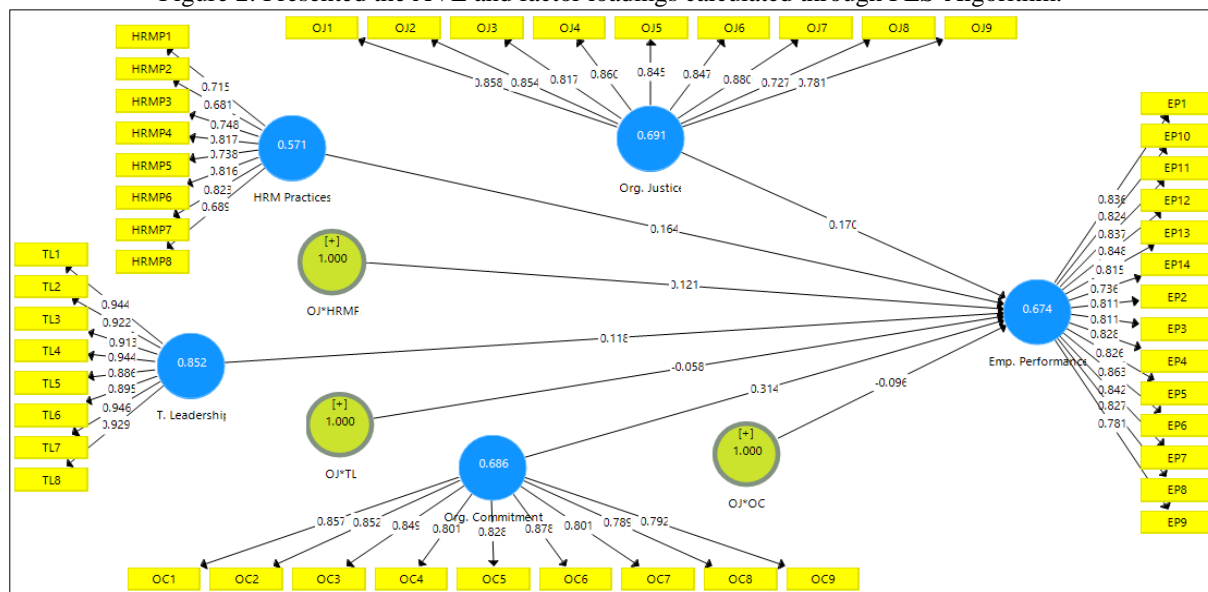


Table 1: Construct Validity and Reliability

Constructs	CA	CR	AVE
Emp. Performance	0.963	0.967	0.674
HRM Practices	0.893	0.914	0.571
Org. Commitment	0.942	0.951	0.686
Org. Justice	0.944	0.953	0.691
T. Leadership	0.975	0.979	0.852

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

Construct Validity and Reliability

To check the internal consistency of items, the first criteria is to measure item level reliability. This is done by checking if the items are internally consistent and if the underlying constructs explain the item variance. The factor loadings should be higher than 0.50 or 50% according to Chin (1998) and 0.70 according to Henseler et al. (2009). Table 1 shows that the outer loadings are higher than the minimum threshold condition. Construct reliability should also be examined to analyze the group of items' reliability under the same construct. Cronbach's alpha and composite reliability are used for this purpose, and both are higher than the recommended values. Convergent validity establishes that the group of items represents the same underlying construct. This is investigated using the "Average Variance Extracted" (AVE) approach, and Table 1 shows that the AVE for each latent variable is greater than 0.5 on

average. Discriminant validity is achieved if the square root of AVE is larger than the correlations below it. Table 2 shows that the discriminant validity is achieved.

Table 2: Discriminant Validity – Fornell and Larcker Criterion

Constructs	Emp. Performance	HRM Practices	Org. Commitment	Org. Justice	T. Leadership
Emp. Performance	0.821				
HRM Practices	0.21	0.756			
Org. Commitment	0.312	0.077	0.828		
Org. Justice	0.191	0.155	0.002	0.831	
T. Leadership	0.114	0.063	-0.038	0.172	0.923

The off-diagonal values are the correlations between latent variables, and the diagonal is the square root of AVE.

Table 2 showed that all three hypotheses were supported with significant p-values (less than 0.05) and expected sign directions. Path coefficient values ranged from 0.118 to 0.314. Hypothesis 1 (HRM Practices and Employee Performance) and Hypothesis 2 (Transformational Leadership and Employee Performance) were both statistically significant with positive beta values. Hypothesis 3 (Organizational Commitment and Employee Performance) also showed a statistically significant relationship with a high t-value. All the results are presented in Table 3 and Figure 2.

Table 3: Path coefficient result

Hypotheses	OS/Beta	SD	95% Confidence Interval		T	P	Decision
			Corrected Bias				
			LL	UL			
H1: HRM Practices -> Emp. Perf.	0.164	0.061	0.039	0.271	2.699	0.007	Significant
H2: T. Leadership -> Emp. Perf.	0.118	0.056	0.053	0.211	2.101	0.036	Significant
H3: Org. Commit. -> Emp. Perf.	0.314	0.056	0.196	0.414	5.644	0.000	Significant

OS=Original Sample/SM=Sample Mean/SD=Standard Deviation

Moderation Effect Analysis

After examining the direct path relationships within the core model, next step was to examine the moderating effect of the Organizational Justice on the relationship among HRM Practices, T. Leadership, and Organizational Commitment and Employee Performance. According to Baron and Kenny (1986) a moderator can be qualitative or quantitative variable that affects the direction and/or strength of a relation between an independent and dependent variable. There are several ways to examine the moderating effect within structural model but

for the current study Bootstrapping technique was used to observe moderation effect. This approach is widely suggested if the moderator is continuous in nature (Henseler & Fassott, 2010). In Table 4 shows that among the three moderating hypotheses, one hypothesis was revealed significant and the two other hypotheses found not supported, the first supported moderating hypothesis (H4) was the moderating effect of Organizational Justice in between HRM Practices and Employee Performance which revealed statistically significant since the t-value (2.131) was more than 1.96 and p-value (0.034) was less than 0.05. In addition, the beta value (0.121) as positive meaning the relationship between HRM Practices and Employee Performance become strengthens on the presence of Organizational Justice. However, the other two moderating hypotheses such as H5 and H6 revealed not supported as their p values (0.358 and 0.144) are higher than 0.05. In addition, their lower limit (-0.180 and -0.229) are negative and the upper limit (0.068 and 0.032) are positive meaning zero in between confirming no moderation effect.

Table 4: Moderation effect analysis result

Hypotheses	OS/Beta	SD	95% Confidence Interval Corrected		T	P	Decision
			Bias				
			LL	UL			
H4: OJ*HRMP -> Emp. Perf.	0.121	0.057	0.021	0.243	2.131	0.034	Significant
H5: OJ*TL -> Emp. Perf.	-0.058	0.063	-0.180	0.068	0.921	0.358	Not Significant
H6: OJ*OC -> Emp. Perf.	-0.096	0.066	-0.229	0.032	1.462	0.144	Not Significant

OS=Original Sample/LL=Lower Limit/UL: Upper Limit

Summary of the Hypotheses Testing Result

Table 5 below has presented the summary of all the hypotheses where out of six hypotheses four hypotheses are supported and rest two are not supported.

Table 5: Summary of all hypotheses results

No.	Hypotheses	Results
H1	HRM Practices has a significant positive effect on Employee Performance	Supported
H2	Transformational Leadership has a significant positive effect on Employee Performance	Supported
H3	Organizational Commitment has a significant positive effect on Employee Performance	Supported
H4	Organizational Justice has a significant moderating role on the relationship between HRM Practices and Employee Performance	Supported
H5	Organizational Justice has a significant moderating role on the relationship between Transformational Leadership and Employee Performance	Not Supported

H6	Organizational Justice has a significant moderating role on the relationship between Organizational Commitment and Employee Performance	Not Supported
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Source: Prepared by the authors (2023).

CONCLUSION AND RECOMMENDATIONS

This study aimed to investigate the impact of HRM practices, transformational leadership, organizational commitment, and organizational justice on employee performance. The results revealed that these variables have a significant impact on employee performance and that organizations should focus on them to design effective human resource management strategies. The study also found that organizational justice plays a significant moderating role in the relationship between HRM practices and employee performance, highlighting the importance of fairness and equity in the workplace. However, the study did not find support for the moderating role of organizational justice on the relationship between transformational leadership and organizational commitment with employee performance, indicating the need for further research on the factors that influence these variables' impact on employee performance.

The research objective was to examine the impact of HRM practices, transformational leadership, organizational commitment, and organizational justice on employee performance. Based on the findings, we can answer the research questions as follows:

HRM practices have a significant positive impact on employee performance at MAFW.

Transformational leadership has a significant positive impact on employee performance at MAFW. Organizational commitment has a significant positive impact on employee performance at MAFW. Organizational justice moderates the relationship between HRM practices and employee performance at MAFW. Organizational justice does not moderate the relationship between transformational leadership and employee performance at MAFW. Organizational justice does not moderate the relationship between organizational commitment and employee performance at MAFW.

The study's limitations include the narrow focus on a specific context and the reliance on self-reported data. Future research should address these limitations by replicating the study in different contexts, using more objective measures of employee performance, and examining other variables that may impact employee performance. Comparative studies across different industries and sectors can also provide valuable insights into best practices and enable organizations to benchmark their performance against industry standards. In summary, this study's findings provide valuable insights into the factors that contribute to employee performance, highlighting the importance of HRM practices, transformational leadership, organizational commitment, and organizational justice. These findings can help organizations

design effective human resource management strategies that enhance employee performance and contribute to their success

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