


THE EFFECT OF HUMAN RESOURCES PRACTICES ON SPORT ORGANIZATION'S PERFORMANCE IN OMAN: THE MEDIATING ROLE OF LEADERSHIP STYLE

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 14 April 2023</p> <p>Accepted 13 July 2023</p>	<p>Purpose: This paper examines the impact of human resource management (HRM) practices on organizational performance, with mediating role of leadership style.</p>
<p>Keywords:</p> <p>HRM Practices; Leadership Style; Organizational Performance; Sports Organizations; Resource-Based View; Transformational & Transactional Leadership Style.</p>	<p>Theoretical framework: This study integrates theoretical perspectives on HRM practices Namely (the recruitment selection process, incentive system, and training & development), Leadership style and organisational performance. The conceptual model for this study was developed based on previous research in the field of HRM practices and leadership styles globally. The conceptual model has HRM practices as an independent variable (IV), Leadership style as a mediator and organisational performance as a dependent variable (DV).</p>
	<p>Design/Methodology/Approach: A survey questionnaire instrument was employed to collect data from 156 employees working at sport organisations in Oman. SPSS was used for analysing the data, and Smart-PLS were used to test the proposed hypotheses.</p> <p>Findings: The result revealed that human resource practices are significantly related to organisational performance. Also, leadership styles mediated the influence of HRM practises on organisational performance.</p> <p>Research, practical & social implications: The finding of this study provides valuable insights into sport organisations in Oman can enhance their HRM practices to improve organisational performance and achieve their goals. Moreover, it has been recommended that organizations use a leadership style that enhances organizational performance. The results come from a cross-sectional study which was done at the convenience of the researcher. The results may not be generalized across the country. The application of the results to other organisations must be done with maximum care.</p> <p>Originality/Value: This study adds to the literature on the effectiveness of HRM practices, Leadership style in enhancing organisational performance in a specific context namely the sport organisations in Oman. The study also highlights the mediating role of leadership style in the relationship between HRM practices and organisational performance.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i7.2616</p>

O EFEITO DAS PRÁTICAS DE RECURSOS HUMANOS NO DESEMPENHO DA ORGANIZAÇÃO ESPORTIVA EM OMÁ: O PAPEL MEDIADOR DO ESTILO DE LIDERANÇA

RESUMO

Objetivo: Este documento examina o impacto das práticas de gestão de recursos humanos (GRH) no desempenho organizacional, com papel de mediação de estilo de liderança.

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Estrutura teórica: Este estudo integra perspectivas teóricas sobre as práticas de GRH Nomeadamente (o processo de seleção de recrutamento, sistema de incentivos e treinamento e desenvolvimento), estilo de Liderança e desempenho organizacional. O modelo conceitual para este estudo foi desenvolvido com base em pesquisas anteriores na área de práticas de gestão de recursos humanos e estilos de liderança globalmente. O modelo conceitual tem práticas de gestão de recursos humanos como uma variável independente (IV), estilo de liderança como mediador e desempenho organizacional como uma variável dependente (DV).

Design/Metodologia/Abordagem: Um instrumento de questionário de pesquisa foi empregado para coletar dados de 156 funcionários que trabalham em organizações esportivas em Omã. O SPSS foi utilizado para analisar os dados, e o Smart-PLS foi utilizado para testar as hipóteses propostas.

Constatações: O resultado revelou que as práticas de recursos humanos estão significativamente relacionadas ao desempenho organizacional. Além disso, os estilos de liderança mediarão a influência das práticas de GRH no desempenho organizacional.

Pesquisa, implicações práticas & sociais: A descoberta deste estudo fornece informações valiosas sobre as organizações esportivas em Omã pode melhorar suas práticas de gestão de recursos humanos para melhorar o desempenho organizacional e alcançar seus objetivos. Além disso, foi recomendado que as organizações usem um estilo de liderança que melhore o desempenho organizacional. Os resultados vêm de um estudo transversal que foi feito por conveniência do pesquisador. Os resultados podem não ser generalizados em todo o país. A aplicação dos resultados a outras organizações deve ser feita com o máximo cuidado.

Originalidade/Valor: Este estudo acrescenta à literatura sobre a eficácia das práticas de gestão de recursos humanos, estilo de liderança na melhoria do desempenho organizacional em um contexto específico, nomeadamente as organizações desportivas em Omã. O estudo também destaca o papel mediador do estilo de liderança na relação entre as práticas de gestão de recursos humanos e o desempenho organizacional.

Palavras-chave: Práticas HRM, Estilo de Liderança, Desempenho Organizacional, Organizações Desportivas, Visão Baseada em Recursos, Estilo de Liderança Transformacional e Transaccional.

EL EFECTO DE LAS PRÁCTICAS DE RECURSOS HUMANOS EN EL DESEMPEÑO DE LAS ORGANIZACIONES DEPORTIVAS EN OMÁN: EL ROL MEDIADOR DEL ESTILO DE LIDERAZGO

RESUMEN

Objetivo: Este artículo examina el impacto de las prácticas de gestión de recursos humanos (GAR) en el desempeño organizacional, con un rol mediador del estilo de liderazgo.

Marco teórico: Este estudio integra perspectivas teóricas sobre las prácticas de gestión de recursos humanos, a saber (el proceso de selección de personal, el sistema de incentivos y la formación y el desarrollo), el estilo de liderazgo y el rendimiento organizacional. El modelo conceptual para este estudio se desarrolló con base en investigaciones previas en el campo de las prácticas de RRHH y estilos de liderazgo a nivel mundial. El modelo conceptual tiene las prácticas de RRHH como variable independiente (IV), el estilo de liderazgo como mediador y el desempeño organizacional como variable dependiente (DV).

Diseño/Metodología/Enfoque: Se utilizó un instrumento de encuesta para recopilar datos de 156 empleados que trabajan en organizaciones deportivas en Omán. Para el análisis de los datos se utilizó el programa SPSS y para probar las hipótesis propuestas se utilizó el programa Smart-PLS.

Resultados: El resultado reveló que las prácticas de recursos humanos están significativamente relacionadas con el desempeño organizacional. Además, los estilos de liderazgo mediaron la influencia de las prácticas de RRHH en el desempeño organizacional.

Investigación, implicaciones prácticas y sociales: El hallazgo de este estudio proporciona información valiosa sobre las organizaciones deportivas en Omán que pueden mejorar sus prácticas de gestión de recursos humanos para mejorar el rendimiento organizacional y alcanzar sus objetivos. Además, se ha recomendado que las organizaciones utilicen un estilo de liderazgo que mejore el desempeño de la organización. Los resultados provienen de un estudio de corte transversal realizado a conveniencia del investigador. Es posible que los resultados no se generalicen en todo el país. La aplicación de los resultados a otras organizaciones debe hacerse con el máximo cuidado.

Originalidad/Valor: Este estudio se suma a la literatura sobre la eficacia de las prácticas de gestión de los recursos humanos, estilo de liderazgo en la mejora del rendimiento de la organización en un contexto específico, a saber, las organizaciones deportivas en Omán. El estudio también destaca el papel mediador del estilo de liderazgo en la relación entre las prácticas de gestión de recursos humanos y el desempeño organizacional.

Palabras clave: Prácticas HRM, Estilo de Liderazgo, Rendimiento Organizacional, Organizaciones Deportivas, Vista Basada en Recursos, Estilo de Liderazgo Transaccional y Transformacional.

INTRODUCTION

Sports events or activities are crucial for a country due to able to boost tourism and economic activity locally or internationally and also creating /raising public awareness of sports, indirectly illustrating the best picture of sports to the public (Al-Atbi, Kashmari & Shaqsi, 2018). For this reason, Oman also participates in the Olympics and has taken the initiative to have its own National Olympic Committee (NOC) to ensure the good design of recruitment and selection of athletes and well organize the Olympic planning. On top, NOC is also responsible to organize educational programs for their sports administrator (Olympics, 2019).

In the same context, Studies showed that the past 36 years indicated a decline in Omani sports organizations' performance compared to its competitors from other countries from 1982 to 2022 (OOC annual report, 2022). Where this important indicator shows that performance and productivity are the huge challenge are facing by sports organisations in Oman which emphasize and justifies the importance of studying and investigating the factors that enhance performance which is crucial for an organisation to be competitive and succeed (Zhang, Sun, Yang, & Wang, 2020). Thus, performance is crucial to every organisation and an important variable for academics and researchers (Imran, Majeed, & Ayub, 2015). Organizational performance is also heavily influenced by individual performance. Thus, all organisations' greatest contribution is human resource development, which has been intensively studied (Karungani & Ochiri, 2017), and which is considered the independent variable in this study.

Moreover, Human Resource Management (HRM) practices have often been included in the explanation of organisational performance. Moreover, human resources are a valuable asset to the organization and it is the answer to clear all doubt pertaining to how organizations could achieve their performance. Early research on the relationship between HRM and performance has suggested that the adoption of 'best practice' human resources may have a positive effect on the performance of the organizations (Cole & Martin, 2018). HRM practices are a common feature within organizations. HRM practices are defined as organizational activities related to the recruitment selection process, incentive system, and training & development (El-Ghalayini, 2017).

On the other hand, leaders play a very important role to lead their followers to fulfil organizational performance effectively. They need to communicate with their employees thoroughly and arrange manpower wisely. Leaders also have to build up cohesiveness within the organization, Yahaya and Ebrahim (2016). According to Robescu and Iancu (2016), a good

leadership style determines the way the employee is handled and this can impact their commitment and performance in the organization. A leader who is interested in employees' problems and embraces an employee may motivate to be committed to his duties in the organization, therefore, ensuring performance and organizational productivity and demonstrating clearly that the leadership style is an important factor that enhances performance which is considered as a mediating variable in this study.

Thus, this study aims to investigate the effect of each dimension of HRM practises and each dimension of Leadership style on organisational performance, and to investigate the effect of each dimension of HRM practices on Leadership style. On the other hand, the study aims to investigate the mediating role of Leadership Style on the effect between Human resource management practices and organisational performance.

Sport organisations in this study include all registered sport organisations under the Ministry of Culture, Sport and Youth, this study uses explanatory research to answer the research questions and measure the study's objectives and the target population will be made up of the middle and top management employees of these organisations.

LITERATURE REVIEW

The first section of the literature review discusses organisational performance as a dependent variable in this study. The second section discusses HRM practices which is the independent variable in this study. While the third section focuses on the leadership style as a mediating variable between HRM practices and organisational performance. The fourth section focuses on the relationship between HRM practices, Leadership style and organisational performance. The fifth section discusses the relationship between HRM practices and leadership style as a mediator variable.

Organisational Performance

Organizational performance is the organization's ability to fulfil its goals by employing its resources efficiently and effectively, according to Kareem et al. (2019). According to Agburu, et al. (2017), organisational performance is the organization's output. In other words, organisational performance is the process of attaining the organization's specified goals through enhancing efficiency, quality, productivity, and profitability from the customer and organisational perspectives.

Organizational performance was assessed in different studies. Employees' ability to appraise corporate, financial, and organisational performance is an indication of organisational performance (Latham & Pinder, 2005). Employees and departments work together to improve organisational performance, which is measured quantitatively and qualitatively (Zehir et al. 2016). An organization's success depends on how well it meets its goals.

Organizational performance is based on underpinning theories. Various theories have examined how variables affect organisational success. Resource-Based View (RBV) supports organisational performance, according to this study. The RBV idea is commonly employed in organisational performance research (Innocent, 2015). The RBV describes an organization's distinctive resources and skills, distinguishing it from others in the same industry. The RBV also addresses how firms can get a competitive edge and improve performance.

Organizational success is built on internal features, according to the RBV. Assets (tangible and intangible) and capabilities (internal knowledge and competencies) are organisational internal properties (Chuang & Lin, 2017). Similar to the RBV, an organisation has assets, capabilities, processes, managerial and technological skills, and knowledge resources (Barney, 1991). These competencies and resources improved organisational performance and gave the company a competitive edge (Barney, 1991).

According to Hsu and Pereira (2008), RBV helps a business uncover its unique internal resources, which boosts performance and gives it a competitive edge. RBV's importance in the banking industry and the favourable relationship between organisational internal resources and bank/organizational performance are also recognised in the research (Innocent, 2015; Al-Swidi, 2012). Strategic orientation, organisational culture, and organisational commitment are described in the relevant literature as an organization's unique internal resources and strategic attributes that help it achieve superior organisational performance and competitive advantage over rivals (Ahmed et al., 2017; Hussein et al., 2021; Innocent, 2015; Pinho et al., 2014; Uz Kurt et al., 2013; Weinzimmer et al., 2012; Al-Swidi, 2012).

HRM Practices

Human Resource Management (HRM) performance and employee satisfaction in Jordan's banking sector are examined by Madanat and Khasawneh (2018). 540 Jordanian bankers were given a questionnaire, and 406 returned it to test research ideas. The results showed high effectiveness for all HRM practices and four individual practices (HR planning, staffing, training & development, and performance appraisal), but medium effectiveness for

remuneration. Employees were moderately satisfied. HRM effectiveness positively impacts employee satisfaction. The report advised banks to improve their financial compensation systems to boost employee happiness.

Rasool et al., (2019) explored how HRM and organisational innovation (OI) might, directly and indirectly, affect Sustainable Organisational Performance (SOP). This quantitative study employed 31 items questionnaire to collect HRM and SOP data from 20 Shanghai branches of five Chinese banks. HRM encompassed employee employment, development, performance management, and remuneration and benefits. Effects were estimated using partial least squares structural equation modelling (PLS-SEM 3.2). Similarly, (Alenzi et al., 2023) examined the influence of green human resource management practices on sustainable performance and how GHRM practices can help Qatari organizations to improve their environmental performance through organisational sustainability and employee behaviour. In the same context, the impact of HRM practices, transformational leadership, and organisational commitment on employee performance was investigated and it was revealed that HRM practices have a significant impact on employee performance and thus affect organisational performance (Huabis, et al. 2023).

In organisations, HRM has been proposed as a replacement for personnel management. HRM practises are internally coherent and consistent activities that reinforce and promote employee competence, motivation, and commitment (Elrehail et al., 2019). They manage people's abilities and skills to fulfil the organization's goals.

These human resources are managed by HR. Human resource procedures include recruiting, selecting, and training candidates to assist achieve company goals (Theodore, 2013). Paying employees and evaluating performance also boosts productivity. The study also examines four aspects of human resource management: collection, selection, evolution, and remuneration. However, recruiting choices, human strategizing possibilities, evaluation options, remuneration options, and learning and development options have been examined in competitive strategies. The conceptual interpretation of HRM techniques posited four dimensions: efficiency assessment, human resource planning, professional supervision, and compensation patterns. HRM functions are further divided into nine dimensions: recruiting, workflow, managing proficiency assessment, dismissal, compensation management, learning and development, empowerment and globalisation, and employee relationships.

Companies use HRM procedures. HRM practises are organisational activities linked to staffing, hiring, performance review, remuneration, and training (El-Ghalayini, 2017). A

growing corpus of empirical research has studied how HRM practices affect organisational performance. A broad range of best HR practices, individually or in bundles, can improve performance. However, there is no unanimity on which HRM practices are most important to organisational effectiveness. This study identified three HRM techniques from existing literature that can improve an organization's performance. The three variables are the recruitment selection process, incentive system, and training & development.

Recruitment Selection Process

Organizations need a hiring process. Recruitment selection is a critical HRM activity that can boost corporate success. This ensures that the correct people employed with desirable traits, abilities, and knowledge will fit into the company's culture and climate. Thus, most companies value recruitment selection to hire the right people for the right job. Several research demonstrated a substantial association between the recruitment selection procedure and organisational success (Miah & Uddin, 2017; Tzabbar et al., 2016).

Incentive System

The incentive system, often known as "Employee Remuneration," is part of human resource management strategies and is crucial to every employee (Qureshi & Sajjad, 2015). An incentive system includes an organization's pay levels, mixtures, structure, and raises. To attract, motivate, and retain talent, every company's human resources department should consider a generous incentive programme. Employee loyalty and productivity will increase with the reward. In addition, paying incentives to productive staff boosts firm profits. Thus, firms must provide fair incentives to encourage individuals to use their skills in their work. Incentives boost organisational performance, according to several studies (Mohamad et al., 2016).

Training and Development

Training and development is "any endeavour, within or outside the company, to expand knowledge and abilities of either employees or management." There are some evident examples of how training & development affects the company's performance, however, research showed that training in the organisation can positively encourage people to learn new skills that would improve their knowledge and make them more competitive (Muduli, 2015). It was discovered that training and development improve firm performance (Lu et al., 2015). Similarly, other

research revealed that training and development improve organisational performance (El-Ghalayini, 2017; Miah & Uddin, 2017; Tzabbar et al., 2016).

Leadership Style

Organizational success and failure depend on leadership (Al Khajeh, 2018). Leadership style is how a leader motivates and directs others to achieve organisational goals. Leadership styles and organisational performance are examined in this study. Six leadership styles were examined: transformational, transactional, autocratic, charismatic, bureaucratic, and democratic. This study revealed that democratic, transformational, bureaucratic, and autocratic leadership styles improve organisational performance, whereas charismatic and transactional leadership styles hurt performance since they don't give people chances and flexibility. This study included primary and secondary research. The quantitative approach, using a survey questionnaire, was used for primary research. To meet research goals, secondary research was conducted by reviewing existing literature. The results showed that charismatic, bureaucratic, and transactional leadership styles hurt organisational effectiveness. Transformational, authoritarian, and democratic leadership styles, however, improved organisational performance. According to (Abu Hamour, 2023) both leadership style transformational leadership style and transactional leadership style have an effective role in job succession and the creative behaviour of employees within the organisations and improve their competitive position among other competitors.

Leadership is crucial to increasing a firm's success (Akpapere et al., 2019). It's considered that an organization's leadership style affects its performance. The study examined the leadership style at TumaKavi Development Association (TKDA) in Northern Ghana and its impact on organisational performance. The case study design was qualitative. Purposive sampling was used to sample 11 staff members, 65% of the total. According to the study, TKDA operates democratically. It also found that democratic leadership has had a significant impact on the organization's operations and performance. This study also found a high correlation between TKDA's organisational performance and leadership style. For the organisation to become stronger in its industry, management should use more democratic leadership and blend it with different styles. Leadership is managing relationships to influence others' behaviour. Leaders and superiors influence each other to achieve company goals. (Sougui, 2015).

Organizational performance is directly impacted by leadership. Values, culture, change tolerance, and staff motivation are set by leaders. They determine organisational strategies'

efficacy and implementation. It's important to note that leaders can be found at any organisational level (Igbaekemen & Odivwri, 2015). Thus, leaders affect everyone to attain team and company goals. At a certain point, a suitable leadership style boosts organisational performance. Any company's essence is its leadership. Armstrong Sofi and Devanadhen (2015) define managers' leadership styles as how they lead. A company leader uses it to empower people to achieve goals. Leadership style is crucial in modern enterprises. A director or boss's leadership style is how they interact with their personnel and colleagues (Xenikou, 2017).

Leadership style is "doing" and "behaving," according to Bhargavi and Yaseen (2016). Leadership has numerous facets, including transformational and transactional types.

Transformational Leadership Style

According to Bass (1985), a transformational leader's action stems from their personal values and beliefs and inspires subordinates to go above and beyond. Transformational leadership develops followers and considers their needs. Transformational leaders focus on growing employees' abilities, motivation, and morals. Subordinates trust, admire, and respect the leader under transformative leadership. They're also driven to exceed expectations. The transformational leader then motivates subordinates by making them aware of work outcomes, compelling them to sacrifice their personal self-interest for the organisation, and activating their higher-order needs.

Transactional Leadership Style

If they always provide wage raises, promotions, additional tasks, performance reviews, and welfare packages, they have a transactional leadership style. Expectations are the biggest issue with this leadership style. Transactional leadership improves organisational performance (Longe, 2014). Transactional leadership creates and sustains an environment where organisational and human talents are maximised since employees can always achieve tangible and intangible rewards. This leadership style creates an optimal performance environment and articulates a persuasive vision that improves organisational performance (Longe, 2014).

HRM Practices and Organisational Performance

Organizations must stay competitive to succeed and must achieve their goals regardless of type or nature to achieve their aims. Performance is what makes the company successful. Thus, measuring the organization's performance is the only way to determine its success or

failure. Organizations can only measure their goal achievement by comparing their performance to organisational standards. Thus, organisational performance has been the main focus of scholars, who study it intensively. Even though organisational performance has been widely examined, the notion remains imprecise and there is no clear definition of what defines organisational performance (Rasool et al., 2016). Human resource is also a key asset to the firm and the answer to how it can compete in the market and function well. An early study on the relationship between HRM and performance suggests that adopting "best practice" human resources may improve organisation performance (Azar & Ciabuschi, 2017).

Singh et al. (2021) found a direct association between HRM practices and corporate performance. The study examines a set of HRM approaches that were thought to help train and develop personnel for global success. The study concluded that business financial performance is supported by the selection, training, performance appraisal, career planning, remuneration, and employee participation. Safety and health should be prioritised in acknowledgement of employees' awareness and as new strategic thinking (Elarabi and Johari, 2014; Theriou and Chatzoglou, 2014). The study shows a direct relationship between HRM practices and organisational performance based on employee performance. These practices include safety and health, training and development, and hiring and selection. In conclusion, the relevant literature on human resources management practises and organisational performance subjects were studied to extend the research's theoretical framework and identify important difficulties. Therefore, HRM practices are more important for organisational performance. This leads to the first hypothesis.

H1. HRM practices (recruitment selection process, incentive system, and training & development) have a significant effect on organizational performance.

Leadership Styles and Organizational Performance

A company's performance, employee engagement, and satisfaction depend on its leadership. According to some studies, effective leaders inspire and allow their people to succeed (Bhargavi & Yaseen, 2016). To motivate corporate employees' professional advancement, executives must apply successful leadership styles. Leadership styles and organisational efficiency are closely related. Effective leadership is viewed as a powerful source of sustainable competitive advantage and growth management (Al Khajeh, 2018). By tying employee performance to expected incentives and ensuring personnel have the tools to complete the job, leadership style helps the organisation achieve its current goals. Leadership

reduces the likelihood of errors and improves success. Leadership, combined with stimulants and chances, motivates people to achieve goals, which helps create, communicate, and change company culture. Leadership is power, therefore rallying others to fight for shared goals could be considered leadership. Leadership is all about results. Businesses in today's international market undergo rapid change, making leadership difficult.

Leadership style has conflicting effects on organisational performance and may be positively or negatively connected (Widayanti & Putranto, 2015; Dalluay & Jalagat, 2016). According to Victoria et al., (2021), organisational success is a reflection of staff productivity as measured by revenue, profit, growth, development, and organisational expansion. Leadership is seen by some researchers as a key predictor of company performance; hence the researcher underlined the need of investigating its effect on organisational performance. Thus, leadership effectiveness is a powerful source of management growth and sustainable competitive advantage for organisational performance improvement (Victoria et al., 2021). Accordingly, it is hypothesized that:

H2. Leadership styles (transformational and transactional leadership) significantly affect organizational performance.

Relationship between (HRM) Practices and Leadership Style

Leadership and HRM are essential factors determining organisational outcomes in the same country or outside (Boada-Cuerva et al., 2019; Chuang et al., 2016; McClean & Collins, 2019; Steffensen et al., 2019). However, the development of the two fields has largely occurred in parallel (Vermeeren et al., 2014), which has prevented the full range of potential benefits and insights from analyses drawing on both fields and necessitated the integration of leadership and HRM research in various contexts (Boada-Cuerva et al., 2019; McClean & Collins, 2019; Steffensen et al., 2019). Leadership and HRM may be connected (Chuang, Jackson, & Jiang, 2016; McClean and Collins 2019) and affect organisational, team, and individual results (Steffensen et al., 2019), so it's crucial to evaluate them together to avoid omitted variable bias when assessing their impacts.

Leadership and HRM may also influence each other's outcomes. Recent studies are investigating such connections (Chuang et al., 2016; Jiang et al., 2015; McClean & Collins, 2019; Steffensen et al., 2019). It was discovered that service climate is influenced by service leadership and service-oriented high-performance work systems (HPWSs) (Jiang et al., 2015). HRM methods and leadership behaviour may also influence outcomes (Lopez-Cabrales et al.,

2017). However, this stream of research is still early, and additional theoretical and empirical studies are needed to better understand the intricacies of leadership and HRM at several levels and in various contexts, including domestic and international ones. Accordingly, this study proposes that HRM practices and Leadership style influence each other. This led to the following hypothesis.

H3. HRM practices (recruitment selection process, incentive system, and training & development) significantly affect leadership styles (transformational leadership and transactional leadership).

The Mediating Role of Leadership Style between HRM Practices and Organisational Performance

Leadership is a mutual social power system in which leaders and superiors affect one another to accomplish corporate objectives. Leadership is a vital leadership function that requires the potential to inspire a set of people towards a common objective. Leadership centres on the growth, expectations and capacity building of followers. Focusing on the growth of the staff's system of values, their degree of motivation and moral with the growth of their talents is essential for managers in leadership positions (Sougui, 2015). As they work in the corporate environment, this strategy can ultimately aid followers to achieve their goals. Followers will be motivated to be creative and responsive to completely new technologies and environmental changes (Khan et al., 2014).

Leadership has a direct cause-effect relationship on organizations and their performance. Leaders determine values, culture, tolerance for change and motivation for employees. They shape organizational approaches, including their efficacy and implementation. It must be emphasized that leaders could be seen at any organizational level and aren't exclusive to management (Igbaekemen, 2015). Therefore, leaders' impact everyone to help achieve team and corporate objectives. It is observed, though, at a given point in time the use of a suitable style of leadership is a medium for organizational performance. Leadership is any company's heart and soul and its significance should not be overlooked.

In the same context, Meera et al., (2015) investigated the mediating role of Leadership and People Management Practices on HRD and organisational performance. The study found that Leadership and People management as significant predictors of the relationship between strategic value and organisational performance, which suggests that organisational performance is affected by the combined effect of Leadership and people management practices. Therefore,

the current study proposes that LDS plays a positive role in the relationship between HRM practices and organisational performance. The following hypothesis is formulated:

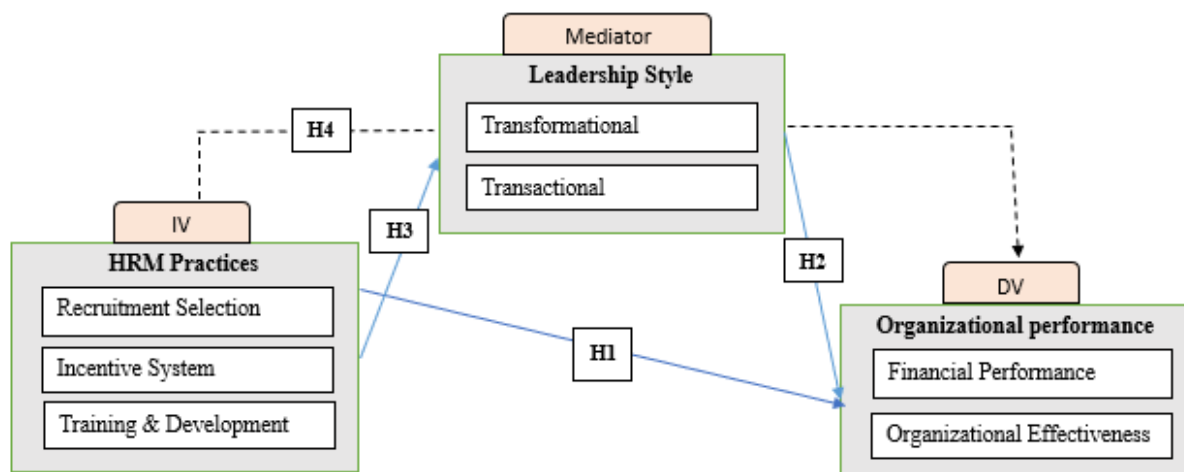
H4: Leadership styles mediated the effect between the HRM practices (recruitment selection process, incentive system, and training & development) toward organizational performance.

Theoretical Framework

HRM practises have been thoroughly examined with different definitions. HRM practises include a shared vision, basic values, and underlying assumptions that influence behaviour within units and subunits of a company, even though there is no widely recognised opinion on the matter. Organizational concept discussion and measurement have also had common themes. Leadership's influence on HRM practises and organisational performance as a competitive advantage are among them.

According to the research studied thus far, HRM methods are mostly determined by the firm's founders/leaders, who promote cultural values and reinforce organisational behaviours. The literature evaluated showed a strong link between HRM practises and organisational performance. This study will analyse leadership style as a mediator between the two constructs in Omani sport organisations. This study presents the conceptual framework below in Figure 1 based on the literature gap.

Figure 1: Research Conceptual Framework



Source: Authors Contributions

Based on the conceptual framework and the investigation of the mediator effect, the hypothesis has been proposed to examine the relationship.

H1. HRM practices (recruitment selection process, incentive system, and training & development) have a significant effect on organizational performance.

H2. Leadership styles (transformational and transactional leadership) significantly affect organizational performance.

H3. HRM practices (recruitment selection process, incentive system, and training & development) significantly affect leadership styles (transformational leadership and transactional leadership).

H4: Leadership styles mediated the effect between the HRM practices (recruitment selection process, incentive system, and training & development) toward organizational performance.

RESEARCH METHODOLOGY

This study uses explanatory research to answer the research questions and measure the study's objectives because explanatory research establishes a causal relationship between variables and focuses on a learning problem or circumstance to elucidate the links between variables (Saunders et al., 2009). Independent, dependent, and mediating variables will be tested in this study. Therefore, data is collected for hypothesis testing. The mediating influence between independent and dependent factors is also assessed. The study is explanatory since it will use statistical tests to verify correlations between dependent, independent, and mediating factors.

Since the study variables are well defined and numerical data was supplied, a quantitative method is used. Relational problems are answered for the variables using the quantitative method. It starts with finding an issue, formulating a conceptual framework, developing a hypothesis, searching the literature to narrow the knowledge gap, gathering quantitative data through a questionnaire, and analysing it.

Study Population and Sample Size

This study examines aspects that improve Oman sports groups' success. This survey includes all registered Oman sport organisations. The Ministry of Culture, Sport, and Youth (2019) reported 59 sports organisations. Ministry, Olympic committee, sport association, and sport club are these organisations. This study is perceptive because it includes all sport organisations types and the middle and top management employees are picked from all the target population. These respondents have good experience and knowledge of the aspects that

affect sport organisation performance. Based on Krejcie and Morgan (1970) table, 152 samples were chosen for this study to generalise the results for 236 people.

Questionnaire Development

The measurement items in this study were adapted from recognised literature scales. Two parts made up the survey questionnaire. Section-A includes demographic profile questions, whereas Section B measures independent, dependent, and mediating variables. The questionnaire accompanied a cover letter explaining the research's goal and respondent anonymity.

EMPIRICAL RESULTS

This study will examine how HR practices affect Oman's sports organisations. To ensure a response rate, Sekaran (2006) recommended surveying concerned individuals (Sekaran, 2006). 200 sport organisations were targeted, 173 surveys were collected, and 17 were incomplete and rejected. For the final study, 156 questionnaires were usable. The data was collected from 156 respondents, 82% of whom were male and 18% female. The bulk of their age group (48%) is between 41 and 50 years old, with a Master's degree (43 percent).

Measure Validity and Construct Reliability

The framework was examined to determine this study's variable's validity. Table 1 displays each variable's dependability (Cronbach's Alpha). The dependability of all variables is above 0.70, the recommended benchmark by researchers (Nunnally & Bernstein, 1994; Cronbach & Shavelson, 2004). This analysis also found that all outside loading values are larger than 0.70, a noteworthy finding. Therefore, the metric has no indicator deleted. Chin (1998b) recommended outside loadings of 0.70 and a significance criterion of 0.05.

Table 1: Outer Loading for Constructs and Cronbach's Alpha

Variable		Dimension Loadings	Cronbach's Alpha	p-value
HRM Practices	Recruitment Selection Process	RSP1 0.958	0.967	0.000
		RSP2 0.942		
		RSP3 0.929		
		RSP4 0.923		
		RSP5 0.948		
	Incentive System	IS1 0.864	0.876	0.000
		IS2 0.854		
		IS3 0.872		
		IS4 0.735		
		IS5 0.761		
Training & Development	TD1 0.818	0.876	0.000	

		TD2	0.752			
		TD3	0.740			
		TD4	0.783			
		TD5	0.804			
		TD6	0.811			
Leadership Style	Transformational Leadership	TFL1	0.941			
		TFL2	0.963			
		TFL3	0.896			
		TFL4	0.894			
		TFL5	0.914			
		TFL6	0.734	0.979	0.000	
			TFL7	0.930		
			TFL8	0.904		
			TFL9	0.915		
			TFL10	0.893		
			TFL11	0.872		
			TFL12	0.953		
	Transactional Leadership	TRL1	0.882			
			TRL2	0.715		
			TRL3	0.735		
			TRL4	0.848	0.934	0.000
			TRL5	0.783		
			TRL6	0.835		
			TRL7	0.896		
Organizational Performance		OP1	0.848			
		OP2	0.929			
		OP3	0.929	0.940	0.000	
		OP4	0.849			
		OP5	0.935			

Source: Authors Clcuations based on Output of SPSS 24

Hypothesis Testing

Smart PLS's main purpose is to eliminate error or maximise the variation explained in all dependent variables by a given quantity of information. The structural model allows route coefficient size and significance determination. PLS-SEM requires bootstrapping to evaluate the structural model. Smart PLS showed the bootstrapping findings, including significance level and t-statistics, when the method was done to evaluate the hypotheses. Structural model research assumptions are shown in Table 2.

Table 2: Hypotheses Results

Hypotheses	Relationship	T- Statistics	P-Value	Results
H1	HRM → OP	3.945	0.000	Accept
H2	LS → OP	6.770	0.000	Accept
H3	HRM → LS	6.460	0.000	Accept
	HRM → OP	1.976	0.000	
H4	LS → OP	4.529	0.000	Accept
	HRM → LS	6.300	0.000	

P-Value < 0.001, P-Value < 0.01, P-Value < 0.05

Note: HRM Practices (HRM), Leadership Style (LS), Organizational Performance (OP).

Source: Authors Clcuations based on Output of Smart PLS

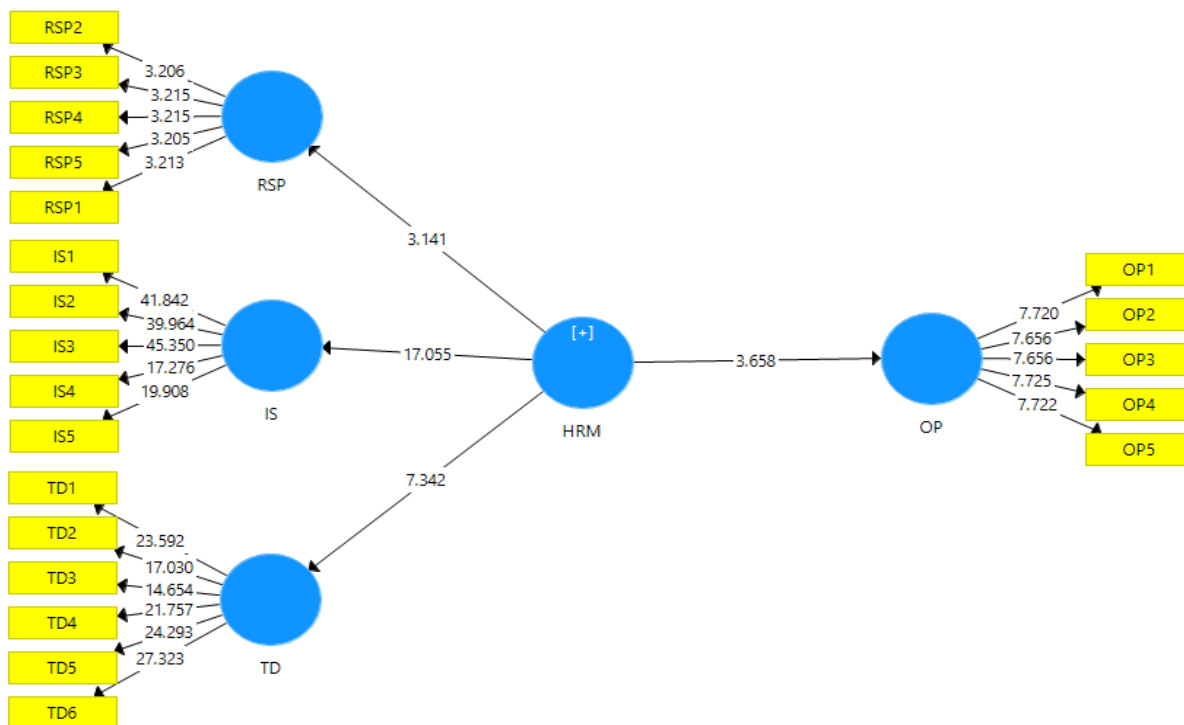
DISCUSSION

The first objective of this study was to investigate the effect of each individual dimension of HRM practices (RSP, IS, TD) and LS (TRL, TFL) on OP which was represented by hypotheses H1 and H2. The result of the study supported premise 1 by showing a statistically significant association between HRM practices and organisational performance. The result of the study validated hypothesis 2 by showing a statistically beneficial association between leadership styles and organisational performance thus the study hypotheses were accepted as shown in figure 2 and 3.

The second objective of this study was to investigate the effect of each individual dimension of HRM (RSP, IS, TD) which is represented by hypothesis H3. The result of the study supported hypothesis 3 by showing that HRM practises and leadership styles are positively correlated. The study hypothesis is accepted since the P-value reveals a statistically significant association as shown in Figure 4.

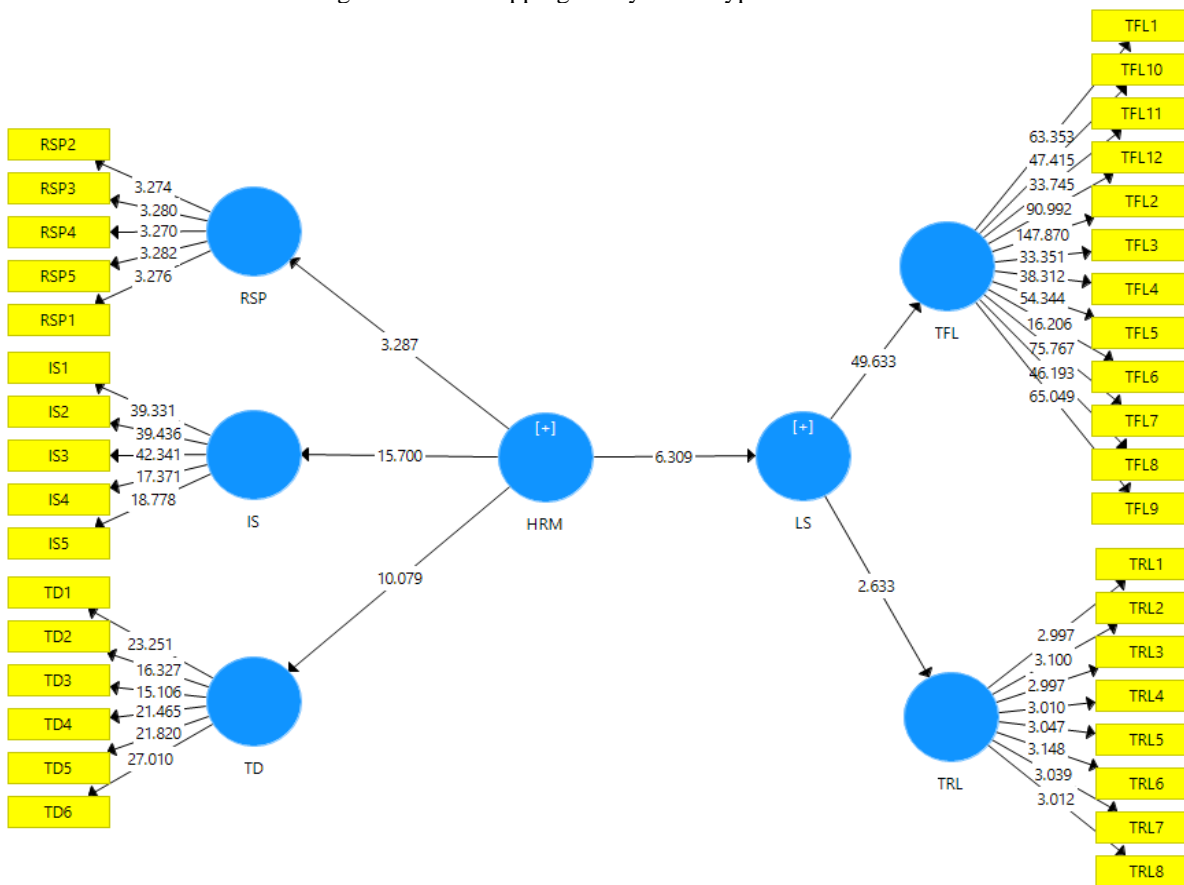
The third objective of this study was to examine the mediating role of LS between each individual HRM practice (RSP, IS, TD) on OP which was represented by hypothesis H4, the result of the study indicates that HRM practices mediated organisational performance statistically significantly, confirming the hypothesis. The study hypothesis is accepted since the P-value reveals a statistically significant association as shown in Figure 5.

Figure 2: Bootstrapping Analysis of Hypothesis 1



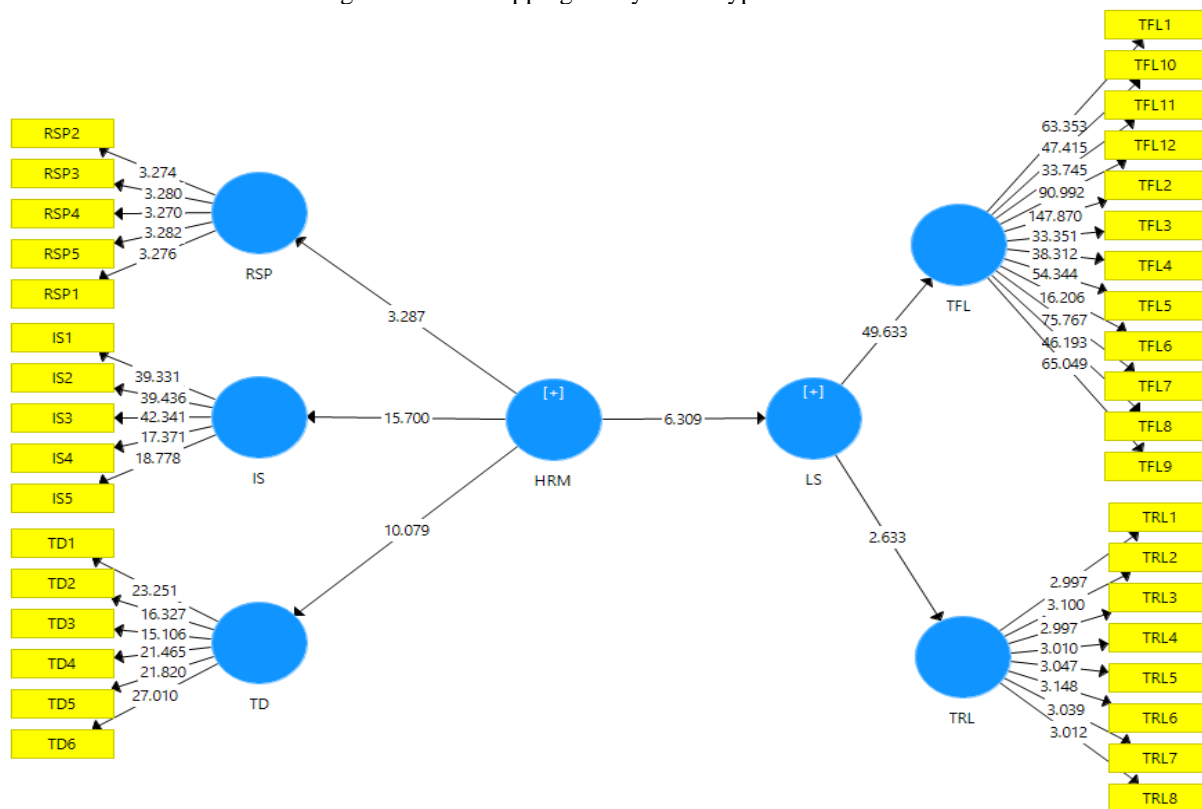
Source: Output of Smart PLS

Figure 3: Bootstrapping Analysis of Hypothesis 2



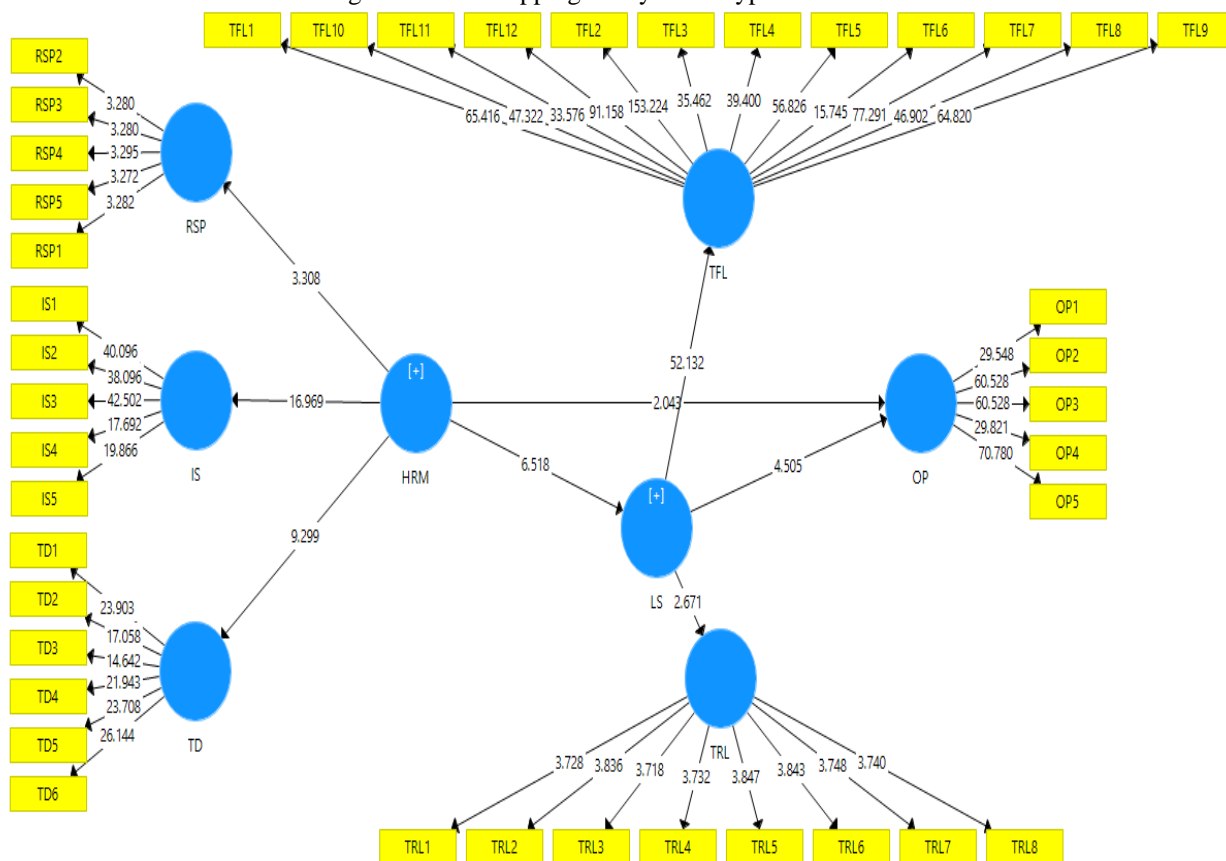
Source: Output of Smart PLS

Figure 4: Bootstrapping Analysis of Hypothesis 3



Source: Output of Smart PLS

Figure 5: Bootstrapping Analysis of Hypothesis 4



Source: Output of Smart PLS

CONCLUSION

This study attempted to investigate the HRM practices, LS, and OP in sport organisation in Oman. More specifically the objective was to explain the effect of HRM practices dimensions on OP as well as the mediating role of LS dimensions on the relationship between each dimension of HRM practices and OP. The target sample size was 156 from a total middle and top population in 59 sports organisations registered under the Ministry of Culture, sport and Youth. The result of this study indicates that each dimension of HRM practices (RSP, IS, TD) had a positive and significant effect on OP. The result also reveals that LS mediated the relationship between each dimension of HRM practice and OP.

Management should focus on HRM practices because it can boost profitability. A leader's style affects team members' contentment. Thus, leadership style determines organisational success. According to a study, a company's human resource assets' value may not appear on its balance sheet, but it has a major impact on its performance. HRM practises affected organisational performance through leadership style. Leadership affects organisational performance. Leadership may also boost staff performance. Patriarchal executives treat employees like children, which boosts organisational performance.

This study suggests that sports organisation management maintains the HRM practises, which is part of the organization's strategy to employ human resources to achieve outstanding performance every year. Recruiters must know the job and where to find candidates. There will be periods when locating suitable human resources is difficult due to the shifting supply of candidates. Human resource specialists in sports organisations should monitor the labour market to know where to acquire qualified candidates and what strategies to utilise to attract applications in a competitive market. To promote and apply the HRM practises, all current employees should receive copies.

Management should keep the recruitment and selection process fair and transparent. Effective recruitment and selection methods will generate positive financial returns for the company, either by ensuring employee effectiveness or by minimising training and retraining expenditures. Training and development programmes must also be relevant to employee performance. When establishing, assessing, and executing a reward strategy, management must balance financial and non-financial rewards.

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