



The Impact of Human Resources Management Practices on Job Performance: The Mediating Effect of Organizational Culture

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Abstract

Job performance (JP) describes how employees perform their job tasks. It is a significant component in achieving productivity. Managers often adjust the leadership style to achieve the desired organizational goals. This could affect JP and, thus, understanding the correlation between Human resources management practices (HRMPs), JP, and organizational culture (OC) is essential. In this study, five main HRMPs were addressed as major variables, which affect employee performance. OC has been examined as the mediator to further explain the correlation between HRMPs and JP. The data were collected by using an online questionnaire survey, which included administrative employees and department heads at the Saudi Customs Authority. A descriptive, statistical analysis using PLS-SEM has been implemented to identify the selected HRMPs and assess the measurement model. The results contributed to formulating a robust theoretical foundation for a more comprehensive analysis of the association between HRMPs and JP to enhance the JP of employees, particularly the government employees of the Saudi Customs Authority. Moreover, the developed model substantiated that HRMPs were found to exert a significant, direct effect on OC, which is positively correlated with HRMPs and JP. The results also revealed a significant, indirect effect of HRMPs on JP through the mediating role of OC.

Discipline: Management (HRM).

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1 Introduction

Job performance is one of the most crucial factors, which were thoroughly addressed by scholars to evaluate the effectiveness and efficiency of employees in the work environment. To achieve a productive job performance, Friedman et al. (2000) explained that if people exhibit inclusive understanding and the ability to participate and share their thoughts with their organization, their job performance can be improved because they can successfully suggest stronger solutions and are adaptable to the present scenario at the organization. One of the main influencing factors, which enhances job performance and achieves an efficient performance of employees is the concept of human resource management (HRM). Human resource management practices (HRMPs) are directly associated with achieving a vital competitive advantage in organizations (Alsheikh et al., 2017). Strategic HRM includes practices, which represent several requirements of an organization, such as hiring and choice, coaching and growth, compensation and advantages, performance management, and occupational safety.

Gorman (2017) believed that the profitability of the organization's workplace depends on the quality and efficiency of the people involved. Similarly, Hee and Jing (2018) argued that the abilities and skills of employees are more probable to be emphasized than any other component in the assessment of employee job performance. In the same vein, Voo (2019) asserted that HRMPs can exert a huge impact on employees' motivation, productivity, and behavior. Moreover, by advocating appropriate management practices, employees can develop more productive abilities and behaviors in the organization. Management-related theories suggest that HRMPs can have a major impact on employees' skills and abilities through the organizational structure and ultimately enhance their job performance (Abuazoom et al., 2019; Papa et al., 2018; von Bonsdorff et al., 2018; Yusoff et al., 2020). Despite the overwhelming evidence of the relationship between HRMPs and organizational achievement, many scholars continued to criticize the strategic significance of HRMPs, in general, and particularly the HRMPs-job performance connection (Boselie et al., 2005; Keenoy, 1997). According to Fleetwood and Hesketh (2006), the ample empirical evidence for an HRM- Performance relationship is inconclusive, and the statistical relationship is neither a theory nor an explanation in and of itself.

Guest had already drawn attention to this issue in 1997 when he expressed concern about the absence of validity, which he claimed was a serious rejection for researchers who wanted to present a legitimate justification for their findings. Guest (1997), therefore, proposed that to enhance knowledge of HRMPs' effect on organizational efficiency results, this issue from three theoretical points of view, including the HR management theory, and the performance theory, and how they are related to each other need to be investigated. Accordingly, Guest emphasized a dire need for more theory-driven research, a more robust HRM-Performance theory, and the need for a theoretical structure to link the two aspects in one model. In line with Guest's (1997) suggestion, this paper focuses on the HRM practices and job performance relationship, which can be mediated by the role of organizational culture as a mediator in this relationship. This study focuses on the

administrative employees in the Saudi Customs Authority, Saudi Arabia because Saudi Customs is a very important governmental institution in KSA as it maintains the security of the country and provides taxation and trade facilitation. In May 2021, the Saudi Council of Ministers approved the merging process of the General Authority of Zakat and Tax (GAZT) combined with the General Authority of Customs to establish the Zakat, Tax and Customs Authority (ZTCA). The main aim of this merging into one unified umbrella is to ensure that the customs authority remains organizationally tied to the Saudi Ministry of Finance, headquartered in Riyadh. This strategic move aims to improve the authority's tax and customs procedures and enhance trade and business exchange, as well as the security of the kingdom. Saudi Customs Authority is the newest customs administration to execute an authorized economic operator (AEO) program to modernize processing at the borders of Saudi Arabia and support trade facilitation outlined in Vision 2030, which is a national blueprint for KSA to accomplish long-term expectations. Therefore, employees and managers at the Saudi Customs Authority should strive through the application of effective human resource management practices and excellent performance and commitment to achieve the kingdom's "Vision 2030" requirements to create a vibrant, ambitious nation with a thriving economy. By doing so, Saudi Arabia will be transformed into a leading regional logistics hub by creating a partnership with the private sector to capitalize on infrastructure investments and modernize programs of government trade (Saudi Customs, 2019).

Accordingly, the findings obtained in this study are expected to support the Saudi governmental sector and help managers and policymakers develop the employees' performance by facilitating the appropriate HRM practices to improve the job performance of governmental employees at the Saudi Customs Authority, Saudi Arabia. According to previous studies, it is uncertain whether the list of 12 sources of competitive benefit through individuals is applicable in the framework of the Saudi Customs Authority context and the public sector, in general, in Saudi Arabia (Al-Shalfan, 1994; Alamro, 1988; Alqahtani, 2010; Alsafadi & Altahat, 2021; Alsheikh et al., 2017; Amin et al., 2014; Hanif, 2013; Yusoff et al., 2020). Therefore, it is important not only to identify whether there is a significant relationship between HRMPs and employee job performance but also to investigate the role of the mediating variable (OC).

The structure of this paper is as follows: Section 1 introduces this paper and provides a detailed description of the concepts of HRM practices, job performance, and organizational culture. This section also presents the proposed research framework for this study, in addition to the postulated relationships between the study variables (HRMPs, employee job performance, and organizational culture). Section 2 presents the methodology of this study, involving a quantitative research method via a survey questionnaire to collect data. Sections 3 and 4 provide the data analysis techniques used and a discussion of the results. Section 5 provides the conclusion and several implications of the study.

2 Literature Review

2.1 HRMPs and Job Performance

Human resources (HR) involve the persons who are hired by a company to do a variety of tasks, responsibilities, and jobs for a salary and other benefits (Denisi & Griffin, 2005). Another definition was provided by Dessler (2013), who stated that HRM is the process of hiring, evaluating, training, and paying for employees, as well as paying attention to their labour relationships, their safety and health, and issues related to fair treatment. Armstrong (2009) argued that the HRM's primary goal involves ensuring that the firm achieves success through its people. Additionally, he stated that HRM strategies aim to support organizational efforts by implementing policies in areas like knowledge management, as well as talent management, thereby creating a 'great place to work'. HRM is viewed as a strategic resource, and research has shown that HR policies and practices greatly contribute to the company's competitive advantage in the marketplace due to their difficulty to replicate or trade. HRM, according to Batti (2013), is a crucial management function in the organization dealing with the process of assisting organizations in hiring, choosing, and improving their workforce. HRM is very much related to the contributions that employees make to organizational success, but also with an ethical dimension, i.e., how people must be treated in line with certain moral ideals (Armstrong & Taylor, 2014). HRMPs are organizational activities performed to control human resources and ensure that these resources are effectively utilized to accomplish the planned organizational goals (Tiwari & Saxena, 2012).

Organizations and their employees have always perceived performance as a significant component in the company setting because efficiency has an impact on advertising, employee retention, and organizational market quality (Caillier, 2010). Borman and Motowidlo (1993) defined job performance as accumulated financial and/or non-financial additional value produced by personnel to support the desired goals of an organization, either directly or indirectly. In the same vein, Mangkunegara and Prabu (2009) described job performance as the outcomes of an employee's job in terms of its quality, as well as quantity achieved while performing the assigned job.

Previous research has substantiated the relationship between HRMPs and employee job performance. Many studies provided evidence of the significant, positive relationship and its positive potential effect on HRMPs and individual job performance, which then lead to organizational performance (Alsafadi & Altahat, 2021; Rajni et al., 2019; Salas-Vallina et al., 2021; Shahid et al., 2019). According to Green et al. (2006), attitudes toward HRMPs were very well incorporated with the strategic plans of the organization, which resulted in higher rates of fulfilment and increased engagement of staff, who exhibited notable personal and team efficiency in their work. Datta et al. (2005) claimed that the growth of employees should be recognized as a crucial competitive advantage in the organization.

This study addressed five main HR practices, including Performance Appraisals (PA), Employee Recruitment (ER), Employee Relations and Involvement (ERI), Employee Training (ET),

and Compensation (COM) to identify the most influential practices that affect the job performance of the administrative employees of the Saudi Customs Authority and improve the current performance of these employees. Organizational culture, which mediated the relationship between these HR practices and job performance, is very important because an interactive culture of support, encouragement, and motivation would help in communicating and promoting the organizational ethos to employees; their acknowledgement and acceptance of it can largely influence their work behaviour and attitudes. When the interaction between the leadership and employees is good, the latter will make a greater contribution to team communication and collaboration and will also be encouraged to accomplish the mission and objectives assigned by the organization, thereby enhancing job performance. Therefore, by empirically proposing and testing the conceptual framework for these HRM practices implemented in the Saudi Customs Authority from the perspective of both employees and managers, this study aims to identify the relationship between HRMPs and job performance among employees of the Saudi Customs Authority.

The proposed conceptual framework of this study is formulated of five main independent variables (IVs) of HR management practices, including Recruitment and Selection (RS), Training and Development (TD), Contingent Pay and Reward Schemes (COM), Performance Appraisals (PA), and Employee Relations and Involvement (ERI). These were adopted based on the literature. Many studies in the literature examined the relationship between HR management practices and employee job performance, and the results concluded that there are several significant, positive relationships between these variables (Alsheikh et al., 2017; Brown & Heywood, 2005; Lamalewa et al., 2018; Masum et al., 2016; Otoo, 2019; Patterson et al., 2010; Saad et al., 2021; Voo et al., 2019). This study, however, investigated the role of organizational culture as a mediator in this relationship. Organizational culture was chosen as the mediator to further explain the correlation between independent variables (HRMPs) with job performance as a dependent variable (DV).

2.2 Organizational Culture

Organizational culture (OC) is defined by Robbins and Coulter (2017) as the employees' shared beliefs, values, experiences, or attitudes in an organizational unit or organization. Organizational culture (OC) reflects these beliefs, values, and behavioral norms applied by employees in the organization to give a meaningful assessment of different situations encountered by them and, therefore, it can affect employees' perceptions, attitudes, as well as their behavior (Scott-Findlay & Estabrooks, 2006). Consequently, understanding the core values of the organization can prevent potential internal conflict (Watson et al., 2005). In many management fields, empirical research about organizational culture involved a functionalist standpoint and provided evidence of the key role of OC in enhancing employee job performance (Denison & Mishra, 1995).

Organizational culture can be interpreted from various researchers' perspectives. Hofstede offers the one most frequently quoted in the literature when defining the culture of the organization as the "mind programming" that separates members of one organization from members of another

(Hofstede, 1998). Often, culture has an impact on many aspects of life. Organizational culture has a significant impact on businesses, which is most visibly represented in organizations and HR management practices (Casida & Pinto-Zipp, 2008; Denison & Mishra, 1995; Lund, 2003; Ogbonna & Harris, 2002; Scott et al., 2003).

2.2.1 Strategic Contingency Theory

Contingency theorists indicate that an organization requires to adjust to distinct practices and policies, particularly HRMPs. In all circumstances, the theory of contingency or what is known as the best fit HRMPs lacks the universal prescription of specific HR practices. Everything is influenced by the background, culture, and company policy of the organization (Wright & Snell, 2005). The best fit concept highlights the significance of ensuring that HR management practices are suitable to the organization's conditions, including culture, organizational procedures, and internal climate. As part of the HR policy, the organization and its demands for individuals should be highly regarded. Integration between strategic management and HR management practices can be seen by linking organizational strategy with HRMPs (Mahoney & Decktop, 2006). Strategic Contingency Theory is based on the premise that for these procedures to have an effect, the HRMPs of an organization must be matched with other components of the organization. According to Delery and Doty's (1996) study, the relationship between the appropriate autonomous variable and the dependent variable differs depending on the features of a company. The relationship between the organizational strategy and HRMPs will thus be explained by a contingency view and how it impacts organizational efficiency in a restricted sense. HRMPs' Contingency Theory means that HR management practices generally work best with internally equipped methods that suit the company's approach (Wood, 1999). Internal (between HR), organizational (coherent HR), strategic (SHRM), and environmental (contextual) practices are the four suited practices identified by Wood. However, a significant equipping component appears to be overlooked in Wood's description, namely the person-organization fit aspect, which addresses individuals and organizations' like-mindedness, i.e., how employees perceive HRMPs and how they support the organization's principles and goals (Paauwe & Boselie, 2005). In this regard, Rondeau and Wagar (2001) stated that if specific HR policies can influence performance, according to the contingency theory, they may only be effective if they are linked suitably with normative culture or operative workplace atmosphere (Rondeau & Wagar, 2001).

2.2.2 Proposed Research Framework

The proposed conceptual framework of this study is formulated of five main independent variables (IVs) of HR management practices, including Recruitment and Selection (RS), Training and Development (TD), Contingent Pay and Reward Schemes (COM), Performance Appraisal (PA), and Employee Relations and Involvement (ERI). These were adopted based on the literature. The framework tests the relationship between these HR practices and job performance as the (DV). The

hypothetical framework also tests the role of organizational culture (OC) as a mediator in the postulated relationship. Figure 1 illustrates the posited relationships between the selected variables of this study.

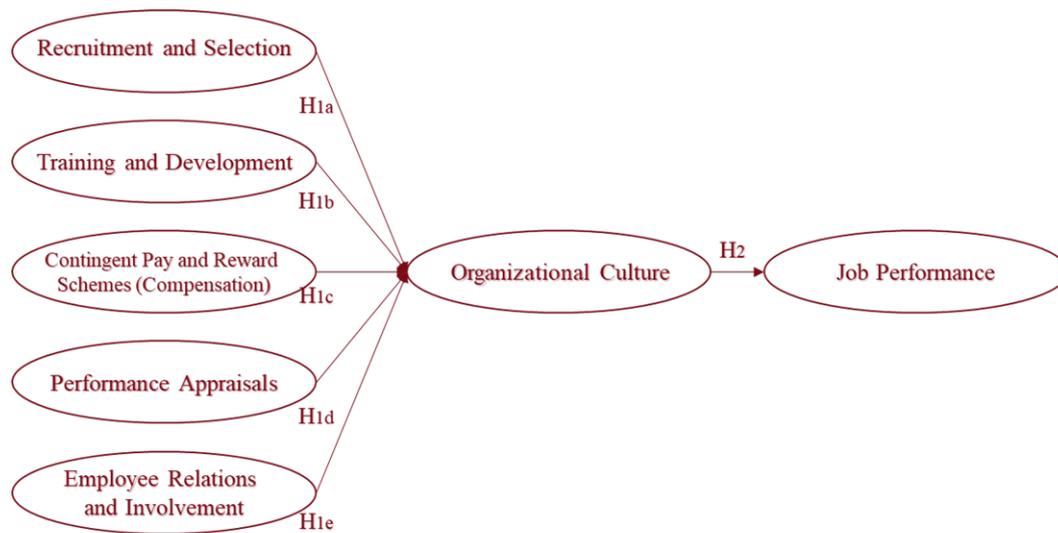


Figure 1: Proposed Conceptual Framework of the Study

2.2.3 The Relationship between HRMPs and Organizational Culture

It is essential hereby to clarify how organizations use the connection between HRMPs and job performance to connect HRMPs to organizational culture and why it is suggested as a mediator in this study. First, it should be observed that little is known about the relationship between organizational culture and HRM practices, and only a few surveys have been undertaken to study the association between selected variables (Rogg et al., 2001). The claim that HRMPs are linked to organizational culture is supported by some empirical research. For example, Singh (2009) found a connection between some variables of HRMPs and organizational culture. Therefore, the organizational culture factor would enhance the relationship between HRMPs and job performance by enhancing employees' skills and creating stable productive individuals, as safe culture is needed in organizations. His research focused on the beneficial and important relationship between HRMPs and organizational culture in private sector organizations, and he found that there is a significant relationship between HRM practices and the organizational culture operationalized in terms of self-realization, and status improvement, inventive principles, and socioeconomic assistance. Chan and Coleman (2004) interviewed senior executives and HR managers representing 82 businesses in Hong Kong and examined how HRM practices are related to organizational culture. The study primarily investigated how organizations through efficient HRMPs can maintain a competitive advantage. Thus, the researchers assessed the direct link between HRMPs and firm performance and between organizational culture and firm performance, and they examined the area of resource co-specialization by testing the potential interactive effects of HRMPs and organizational culture on firm performance. Organizational culture would not only support the productivity of the organization but also strengthen the impact of HR management practices on organizational outcomes (Chan & Coleman, 2004).

2.2.4 Organizational Culture as a Mediator in the Relationship between HRMPs and Job Performance

Management scholars speculated that the relationship between HRMPs and job performance is quite uncertain and can be, therefore, clarified by examining other organizational factors in this association (Becker & Gerhart, 1996; Collins & Clark, 2003; Harris & Ogbonna, 2001). Harris and Ogbonna (2001) proposed that the connection between HRMPs and job performance could be affected as HRMPs are based on the leadership of organizational culture and OC. Hence, Wright et al. (2001) called for advanced (HRMPs-job performance) connection models. They called for designs, in which, it could be shown that HRMPs play a significant role in generating organizational values or mindsets, which can allow distinctive company competencies to be maintained. They also suggested designs, in which, HRMPs would encourage and sustain socially complicated interactions linked by confidence, exchange of information, and teamwork rather than merely testing a connection between HRMPs and continuous competitive benefit. Therefore, a review of more complicated structural designs was suggested by Wright et al. (2001). Chan and Coleman (2004) substantiated an empirically proven connection between HRMPs, organizational culture, and organizational efficiency. The authors observed that it is usually accepted that a positive organizational culture is needed for the HRM practices to work to their full capacity, despite the instability of these practices. Thus, they suggested that a supportive organizational culture contributes to supporting the output of an organization and reinforcing the effect of HRMPs on organizational outcomes. They evaluated the hypothesis that the effect of high-quality HRMPs on organizational results would be favourably moderated by organizational culture. In another study, Cegarra-Leiva et al. (2012) investigated the effect of work-life equilibrium (WLB) accessibility procedures on organizational results in the context of SMEs and mediated by the presence of a society that promotes WLB.

3 Method

This study adopted the deductive approach from the positivist standpoint. The study used a quantitative methodology. To gather quantitative data for this study, an online questionnaire survey was administered to employees at the Saudi Customs Authority. The sample included a number of administrative employees and department heads, who are currently employed by the Saudi Customs Authority. The main targeted respondents of this study were the top and middle management employees at this institution. The total number of Customs employees is 9,865 governmental employees currently working in Saudi Customs. These employees are distributed in different 36 ports across Saudi Arabia, including land, air, and seaports. Regarding the sampling technique, the stratified random sampling method has been implemented in this study. The population of the study has been divided into smaller groups, or strata, based on employees' shared characteristics. The questionnaire in this study was developed from several studies. It is a self-administered questionnaire, which includes seven (7) constructs (latent variables); five (5) of them

are the tested HRMPs, i.e., the independent variables. The 7-point Likert scale was used to assess the independent, mediating, and dependent variables of the study, whereby respondents were asked how strongly they evaluate the importance of the effect of each variable on employee performance and how strongly they believe that statements on the questionnaire describe the status of their performance in the Saudi Customs Authority. In this study, the PLS-SEM technique using Warp PLS 7.0 as a statistical, analytical research instrument (Kock & Hadaya, 2018) was adopted to describe and analyze the data and examine the proposed conceptual framework.

Warp PLS explores the statistical power and minimum sample size requirement, where three values were set: the values of minimum absolute significant path coefficient in the model (range: 0.01 to 0.99), and the software chose the default value of “0.197” according to the model variables. Second, the significance level used (range: 0.001 to 0.5) and the value used is “0.05”, and the power level required is (range: 0.5 to 0.99). However, in this case study, the power level required was set to the value of “0.95”, which is too close to the max value of “0.99”, and the software calculated the min and max sample size needed to be collected in two different mathematical methods: 1) inverse square root method and 2) gamma-exponential method. Table 1 provides the minimum sample size calculation performed by Warp PLS with the two different mathematical methods.

Table 1: Sample size based on Warp PLS

Calculation Method	Min	Max
Inverse Square Root	278	279
Gamma Exponential	260	261

Accordingly, with a minimum of 279 complete respondents’ questionnaires obtained via respondents’ emails, they were considered acceptable for this study to conduct the partial least square-structural equation modelling (PLS-SEM) analysis method since many previous studies indicated a threshold limit of 100 samples for PLS-SEM analysis (Akter et al., 2011; Reinartz et al., 2009). Moreover, this study achieved the maximum amount required according to the Inverse Square Root method.

4 Result and Discussion

To evaluate the reliability of the reflective measurement model for SEM, the tests of indicator reliability and construct reliability were conducted accordingly. To assess the indicator reliability, the loading of each indicator on its associated latent construct was checked and for acceptable indicator reliability, this loading should be higher than 0.7 (Götz et al., 2010; Hair et al., 2011; Hulland, 1999). Table 2 displays the loading of indicators on its associated LV before creating the second-order LVs.

Table 2: Results of the eliminated constructs.

Construct	Item	Factor Loading	CR Composite Reliability	Cronbach's Alpha	AVE	Full Collinearity
Employees' Recruitment (ER)	ER-1	0.959	0.91	0.88	0.67	2.71
	ER-2	0.898				
	ER-3	0.980				
	ER-4	0.895				
	ER-5	0.981				
Employees' Training (ET)	ET-1	0.890	0.94	0.92	0.77	2.81
	ET-2	0.971				
	ET-3	0.972				
	ET-4	0.973				
	ET-5	0.968				
Compensation (COM)	COM-2	0.887	0.92	0.90	0.63	2.66
	COM-3	0.877				
	COM-4	0.774				
	COM-5	0.865				
	COM-6	0.945				
	COM-7	0.915				
Performance Appraisal (PA)	PA-1	0.776	0.88	0.84	0.56	2.48
	PA-3	0.860				
	PA-4	0.952				
	PA-5	0.959				
	PA-6	0.944				
	PA-7	0.935				
Employee Relations and Involvement (ERI)	ERI-2	0.823	0.93	0.91	0.65	4.62
	ERI-3	0.993				
	ERI-4	0.971				
	ERI-5	0.945				
	ERI-6	0.956				
	ERI-7	0.871				
	ERI-8	0.933				
	Organizational Culture (OC)	OC-1				
OC-2		0.937				
OC-3		0.904				
OC-4		0.960				
OC-5		0.822				
OC-6		0.979				
OC-7		0.977				
OC-8		0.908				
Job Performance (JP)	JP-1	0.915	0.92	0.90	0.66	1.51
	JP-2	0.919				
	JP-3	0.979				
	JP-4	0.963				
	JP-5	0.891				
	JP-6	0.910				

Table 3 shows that the loadings of COM-1, PA-2, and ERI-1 are lower than 0.7 at 0.352, - 0.092, and 0.387, respectively; therefore, they were removed. The loadings of other indicators are higher than 0.7. The loading between 0.4 and 0.7 should be considered for removal if the deletion increases the composite reliability or validity (Hair et al., 2011). Furthermore, to assess construct reliability, two coefficients are typically considered: CR and the more common coefficient Cronbach's alpha (Bagozzi & Yi, 1988; Chin, 2010; Götz et al., 2010). However, CR is more suitable for PLS-SEM (Hair et al., 2011). The results showed that CR and Cronbach's alpha for all first-order

latent variables in the measurement model was more than 0.8. Therefore, the measurement model has internal consistency and is reliable. The variables used formed a relationship between HRM practices, organizational culture, and job performance, the five HRMPs were the independent variables (IVs), organizational culture (OC) is the mediator, and job performance is the (DV). Table 2 provides the assessment results of the measurement model for the constructs after eliminating the items (COM-1, PA-2, and ERI-1).

The next assessment within the measurement model evaluation is discriminant validity. It is defined as the extent to which a construct is conceptually distinct or differs from other measured latent variables in a study (Hair Jr et al., 2017). As discussed, there are three indicators to measure such assessment; however, this study discussed discriminant validity assessment using Heterotrait-Monotrait Ratio (HTMT) indicator rather than the other two measures.

Looking at all endogenous and exogenous constructs in this study, the HTMT ratio was lower than the 0.95 threshold value. This signifies that each construct is unique and distinct from other constructs in this study and has adequate discriminant validity (Gefen & Straub, 2005; Hair Jr et al., 2017).

Table 3 shows each construct's HTMT value against other constructs, where the highest value of 0.924 appeared to be between two constructs of ERI and organizational culture. Nevertheless, this result shows a distinct measure between these two constructs and satisfies adequate discriminant validity with a score below the 0.95 thresholds.

Table 3: Heterotrait-Monotrait Ratio (HTMT0.85) Assessment

	ER	ET	COM	PA	ERI	OC	JP
ER							
ET	0.791						
COM	0.749	0.747					
PA	0.71	0.657	0.7				
ERI	0.768	0.789	0.789	0.836			
OC	0.789	0.779	0.778	0.808	0.924		
JP	0.501	0.412	0.402	0.544	0.555	0.584	

In this study, the R2 values were 0.78 for organizational culture, whereas 0.33 for job performance, and these values are accepted by consumer behaviour research standards (Kock, 2018). Table 4 presents the HR management practices, which significantly and directly affected organizational culture, but significantly and indirectly affected job performance. Moreover, organizational culture affected significantly and directly job performance. Considering the positive path coefficient for all the relationships, all the hypotheses were supported because they predicted a positive effect of selected independent variables (HRMPs) on the mediator (OC) and the dependent variable (JP), as shown in Table 4.

Table 4: Results of hypothesis testing.

Hypothesis				Path coeff.	P value	Effect Size	Result
H1a	Employees' Recruitment (ER)	>	Organizational Culture (OC)	0.132	<0.01	0.095	Supported**
H1b	Employees' Training (ET)	>	Organizational Culture (OC)	0.125	<0.01	0.092	Supported**
H1c	Compensation (COM)	>	Organizational Culture (OC)	0.099	<0.01	0.072	Supported**
H1d	Performance Appraisals (PA)	>	Organizational Culture (OC)	0.134	<0.02	0.097	Supported**
H1e	Employee Relations and Involvement (ERI)	>	Organizational Culture (OC)	0.494	<0.01	0.420	Supported**
H2	Organizational Culture (OC)	>	Job Performance (JP)	0.574	<0.01	0.329	Supported**

The level of significance: ** <0.01, * <0.05.

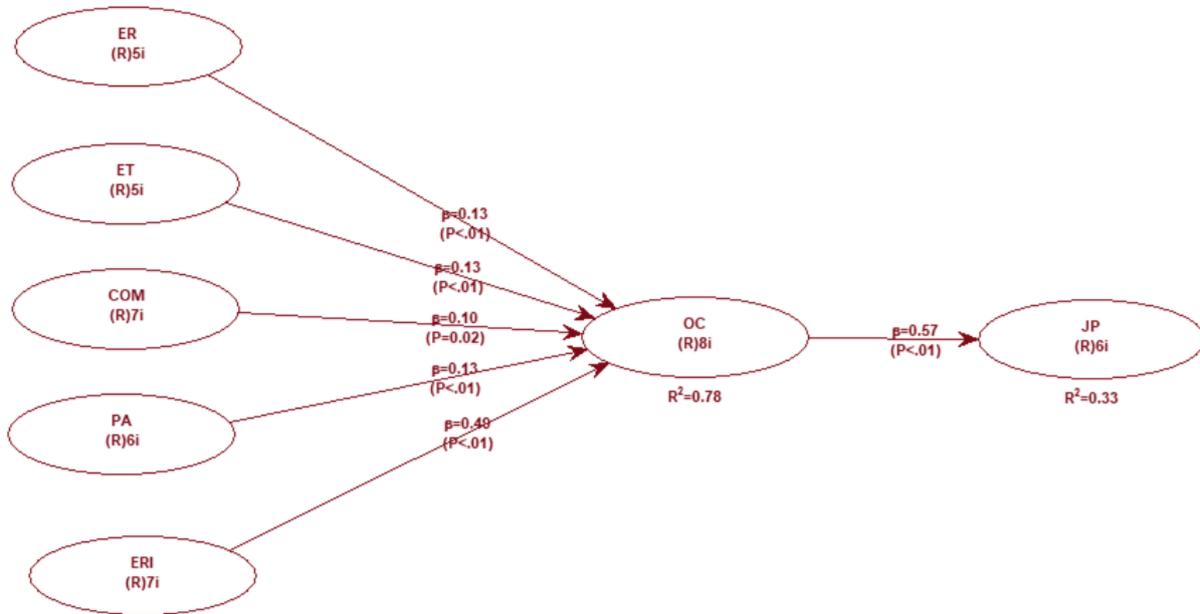


Figure 2: Results of the Structural Model Assessment

Figure 2 displays the HR management practices, which significantly and directly affected the mediator (organizational culture) and the dependent variable (job performance). The figure also shows the P-values and Beta Values for each relationship, together with the R square values. Warp PLS 7.0 provides three important indices to assess the model fit, namely average path coefficient (APC), average R-squared (ARS), and average variance inflation factor (AVIF). To fit the model, the P-value of the first two measures should be less than 0.05, and AVIF should be lower than 5. A good fit of the model to a data set can be established when the three indices are satisfied (Kock, 2018). Table 5 illustrates a good model fit for the structural model in this study.

Table 5: Model fit indices

Model fit Indices (GoF)	Measure	Result
Average Path Coefficients (APC)	0.260, P=0.003	Supported
Average R Squared (ARS)	0.553, P<0.001	Supported
Average variance inflated factor (AVIF)	2.802, acceptable if < 5, ideally < 3.3	Supported

4.1 Testing the Mediating Effect

The testing method for the mediating effect was utilized to verify the mediating effects of TIM and TIS (Preacher & Hayes, 2008). This method makes no assumptions about the shape of the distribution and, therefore, it functions extremely well with PLS-SEM. The indirect influence

between (a)(b) must be considered to analyze the mediating effect. When an intermediary variable (a given mediator) interferes with or changes the link between other associated variables in a hypothesized model, a mediation effect occurs. The model's indirect effects reflect the relationship between exogenous and endogenous latent variables via the mediating variable. Table 6 tabulates the mediating effects of organizational culture (OC) on the relationships of employee recruitment (ER), employee training (ET), compensation (COM), performance appraisal (PA), and employee relations and involvement (ERI) with the job performance (JP) variable.

Table 6: Assessment of the structural model (the indirect relationship), organizational culture as a mediator

	Hypothesis	Path coeff.	P value	Effect Size	Result
H2a	(ER) > (OC) > (JP)	0.076	0.011	0.035	Supported**
H2b	(ET) > (OC) > (JP)	0.072	0.015	0.029	Supported**
H2c	(COM) > (OC) > (JP)	0.057	0.043	0.022	Supported**
H2d	(PA) > (OC) > (JP)	0.077	<0.01	0.037	Supported**
H2e	(ERI) > (OC) > (JP)	0.283	<0.01	0.150	Supported**

The level of significance: ** <0.01, * <0.05.

Warp PLS 7.0 provided three important indices to assess the model fit, including the average path coefficient (APC) guide, the average R-squared (ARS), and the average variance inflation factor (AVIF). To fit the model, the P-value of the first two measures should be less than 0.05, and AVIF should be lower than 5. A good fit of the model to a data set can be established when the three indices are satisfied (Kock, 2018). Table 7 illustrates a good model fit for the structural model.

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Average Path Coefficients (APC)	0.260, P=0.003	Supported
Average R Squared (ARS)	0.553, P<0.001	Supported
Average variance inflated factor (AVIF)	2.802, acceptable if < 5, ideally < 3.3	Supported

4.2 Discussion of the Results

This study investigated the relationship between the selected HRMPs, organizational culture, and job performance among the government employees of the Saudi Customs Authority. By interpreting the statistics of the causal effect between the variables, all the selected independent variables were found to have a significant effect on employees' organizational culture, including employee relations and involvement (ERI), performance appraisals (PA), employee recruitment (ER), employee training (ET), and compensation (COM). This result is consistent with the previous findings (Lamalewa et al., 2018; Masum et al., 2016; Otoo, 2019; Voo et al., 2019). To finalize the development of the model, which identified the most influential HRM practices on the job performance of the Saudi government employees through the organizational culture, this study examined the indirect effect of these HRMPs on employees' job performance as a dependent variable through the mediation effect of organization culture. The selected HRMPs indirectly affected job performance through the mediation role of organizational culture. As demonstrated in

Figure 3, the final amended model is provided, which identifies the indirect relationship between HRMPs and job performance through organizational culture as a mediator with the relationship lines weighted according to the relationship strength with the path coefficient values on the relative relationships, in which, the thickness of the arrow indicates the provided Beta value, in other words, the thicker the arrow is, the more effective the variable is.

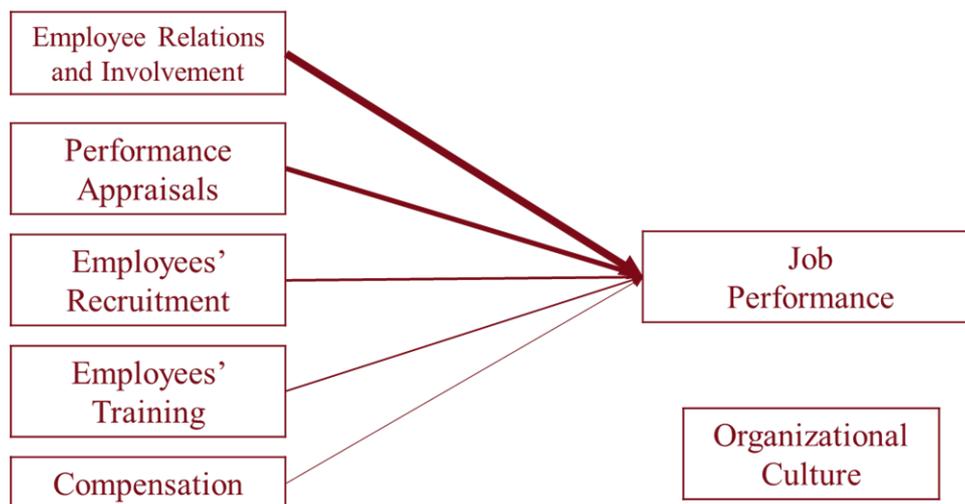


Figure 3: Indirect effect of HRMPs on job performance through organizational culture

This study implemented PLS-SEM using Warp PLS 7.0 to evaluate the proposed conceptual framework. The conceptual framework or hypothetical model comprises five constructs as the most significant HR management practices. Therefore, they all had a positive, significant, and direct effect on the organizational culture (OC) variable and a positive, significant, indirect effect on the job performance (DV) variable. However, Employee Relations and Involvement (ERI) had the highest effect size, thereby showing a direct effect size on organizational culture and an indirect effect size on job performance. This HRM practice was the most valued by the employees of the Saudi Customs Authority owing to its direct impact on employee evaluations and their practice of fairness regarding the transparency of the employee evaluation and promotion process. This has, in turn, emphasized the identification of the special needs of each department and the training and development effort that should be devoted to enhancing the performance and boosting productivity as well as qualifying the expertise of all employees and assisting them to develop and advance in accordance with a clear career path with measurable KPIs.

The first HRMP was followed by Employee Recruitment (ER) practice, which had a 0.65 RII average and a mean average of 4.52. This practice is vital for ensuring that all applications for upcoming opportunities receive equal consideration, evaluating the complexity of the process and the extent of engagement and participation of the position’s relevant stakeholders, and investing in the most qualified candidates after filtering and screening all applicants before assigning new recruitments. Organizational culture (OC) was ranked as the third most important HRM practice. The significance of the employees’ comprehension and awareness of the organization’s mission,

goals, objectives, vision, and values, as well as the alignment of their performance and accomplishments with the organization's goals are all crucial factors in the organization. In addition to evaluating the work environment and the extent to which it motivates employees to be more creative in problem-solving, taking the initiative to improve the process, and making decisions, it is necessary to assess the employees' motivation to be more creative in problem-solving, leadership, and decision-making. The findings of this study were found to be consistent with the argument of (Brown & Heywood, 2005), who emphasized the significance of the involvement of head managers in evaluating the employees' performance and the availability of a clear performance appraisal system to measure the reasons for poor levels of job performance. On the other hand, Contingent Pay and Reward schemes (COM) came last on the scale of importance, which indicated good employees' perceptions and satisfaction with the current practices followed regarding the compensation schemes. Finally, regarding the relationship between organizational culture and job performance, it is noticeable that (OC) has a very strong effect on job performance compared with the effect of HRMPs on the organizational culture with an (ES=0.574). However, the path coefficient value was positive, which showed that the higher the level of the organizational culture, the higher level of the employee job performance will be achieved.

5 Conclusion

In this study, five main HR management practices were addressed as the independent variables, which affect employee performance. Organizational culture has been examined as the mediator (OC) to further explain the correlation between the selected independent variables (HRMPs) and job performance (DV). This study mainly aims to develop a model, which illustrates the causal relationship between five main HRM practices, including Recruitment and Selection (RS), Training and Development (TD), Contingent Pay and Reward Schemes (COM), Performance Appraisal (PA), Employee Relations and Involvement (ERI), with organizational culture (OC) as a mediator and job performance as a dependent variable (DV). By interpreting the statistical results of the causal effect between these variables, all the selected independent variables (HRMPs) were found to have a significant, direct effect on employees' organizational culture, which mediated the relationship between HRM practices and the job performance of Saudi employees currently working at the Saudi Customs Directorate in Saudi Arabia. The results also revealed a significant, indirect effect of HRM practices on job performance through the mediating variable of organizational culture, which, in turn, substantiated that all the posited hypotheses were accepted and that organizational culture mediated the impact on job performance.

Based on the results, to enhance the job performance of the employees, especially in the government sector, major attention should be paid to the performance appraisal system and procedures as these sets of measures should form a complete motivating and fair system to track the actual effort of the evaluated employee and grant employees a fair amount of appraisal deserved. The Saudi Customs Authority should provide frontline personnel with the opportunity to engage in decision-making processes. Employee participation in the workplace would increase

sentiments of involvement, which would, in turn, improve employee engagement. In other words, when employees take an active role in their organizations, they are promoted to perform at a higher degree of responsibility. Information sharing impacted employee engagement. To increase frontline employees' job engagement through establishing effective information-sharing practices, the management of the Saudi Customs Authority should implement more effective measures in their information-sharing policies. The Saudi Customs should promote staff collaboration and assistance in resolving challenges. Additionally, a positive attitude toward managers and co-workers may result in a pleasant exchange relationship between the individual and the organization. Therefore, enhancing the relationship between supervisors and employees is vital for achieving the desired workplace harmony. Staff and managers should form a strong bond and, therefore, employees' concerns would become management challenges. Managers' support and assistance for employees will then increase significantly. Furthermore, the main HR management practices were identified; these practices have significantly affected employees' job performance in the context of the Saudi Customs Authority. More significantly, this study has empirically proposed and tested a new conceptual framework for the key HRM practices, which are implemented in the Saudi Customs Authority from the perspective of employees and the managers, illustrating the relationship between HRMPs and job performance among governmental employees in a public-sector institution in Saudi Arabia.

6 Availability of Data and Material

Data can be made available by contacting the corresponding author.

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