



The Mediating Role of Job Motivation and Job Satisfaction in The Relationship between HRM Practices and Job Performance

(A study at public sector in the west bank, Palestine)

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ABSTRACT

This paper will review how Human Resource Management (HRM) practices affect job performance of public sector employees in West Bank, Palestine with a specific focus on how job motivation and job satisfaction mediate such an effect. The study uses a quantitative cross-sectional study, which is based on the Work Performance Theory, the Social Exchange Theory, and the Job Demands-Resources (JD-R) model. The structured questionnaire was used to gather data among employees of the public sector and Structural Equation Modeling (SEM) was used to analyze the information. The results show that the HRM practices, such as remuneration, training and development, career opportunities, and work-life balance positively and significantly influence job performance. Moreover, HRM practices also have a high level of job motivation and job satisfaction. The result of job motivation is that it has a high positive influence on job performance and partially mediates the relationship between HRM practices and job performance. Contrarily, job satisfaction is a significant predictor of interest in job performance, but it fails to provide a significant mediating role in the HRM-job performance relationship. These results indicate that HRM practices directly and indirectly enhance job performance by increasing the motivational conditions of employees. The research also makes contributions to the field of literature by offering empirical findings based on the situation in the Palestinian public sector and emphasizing the need to enhance HRM systems in order to enhance motivation of employees and enhance institutional performance in the context of adverse socio-political environment.

Keywords: Human Resource Management Practices, Job Performance, Job Motivation, Job Satisfaction, Public Sector, West Bank, Palestine, Mediation, Structural Equation Modeling (SEM).



Introduction

The West Bank, Palestine is one of the pillars of the public sector in managing the affairs of the people and enhancing socio-economic development. It entails government ministries, government agencies and government institutions that provide key and essential public services and carry out policies of the nation. Since it is the key factor related to the improvement of the quality of life of citizens and the stability of institutions, job performance among the employees of the public sector is going to be a key factor of organizational performance and public trust.

The role of employee job performance is acceptable as one of the fundamental elements of organizational success because it directly affects productivity, efficiency, and sustainability in the long term (Moghadam and Makvandi, 2019). Employees who perform well do not only help in achieving strategic goals, but also in overall competitiveness and operating excellence of organizations. Additionally, the performance in the workplace has a strong implication on the individual level whereby effective completion of duties leads to personal satisfaction and the feeling of professional satisfaction (Al-Omari and Okasheh, 2017).

Increased literature demonstrates Human Resource Management (HRM) practices as the important organizational factors associated with employee job performance (Nabi, Syduzzaman & Munir, 2016). Davidescu et al. (2020) also claim that the quality of HRM systems adopted in the organization is a determinant of how effective and efficient employees can be in performing their roles. The positive and significant relationship between the HRM practices and the employee performance outcomes is further confirmed by empirical research conducted by Belghiti (2020), Manzoor et al. (2019), and Mira et al. (2019). The most popular practices of HRM are recruitment and selection, training and development, performance appraisal, compensation systems, and employee empowerment (Mira, Choong and Thim, 2019). These practices when well planned and implemented, increase the competencies, motivation, and engagement of employees, which eventually increases the job performance.

In addition to organizational practices, the traits of individual employees are also important factors in defining performance outcomes. Of these two, the job satisfaction and job motivation have received significant academic interest (Othman and Mahmood, 2019; Nabi, Syduzzaman and Munir, 2016; Tabouli, Habtoor and Nashief, 2016). It has always been associated with the increase in the effort, persistence, and productivity because job motivation is regarded as the inner drive and enthusiasm to do work (Riyanto, Endri and Herlisha, 2021). Employees who are highly motivated will have a higher chance of performing better than expected and their performance will be on the same level (Paais & Pattiruhu, 2020). Equally, job satisfaction, which indicates the positive emotional reactions of employees toward their job and workplace, is established to promote engagement and lead to better job performance (Badrianto et al., 2021; Riyanto et al., 2021).

Under the Palestinian setting, the issue of poor job performance in the state sector has been on the rise, especially in such circumstances of economic instability, political uncertainty and scarcity of resources. Such contextual issues can impact the execution of the HRM practices as well as the employee attitudes, subsequently impacting the



outcomes of the performance. Therefore, it is important to analyze the relationship between the HRM practices and job performance, and, at the same time, take into account the mediating variables of job motivation and job satisfaction to create a complex and context-based view of the employee performance in the West Bank public sector, with Palestine.

Problem Statement

Although it is established that the central role of the public sector in the West Bank is to provide essential services and facilitate socio-economic development, the issues of poor job performance of the employees in the public sector have gained more concern. According to the Palestinian Government Performance Monitoring Report (2022), released by the Palestinian Association of Empowerment and Local Development (REFORM, 2023), 41.9 percent of West Bank citizens indicated their dissatisfaction with the job performance of the workers of the public sector. Moreover, the Palestinian Economic Policy Research Institute (2019) reports that there is a consistent delay and inefficiency in receiving the services of the state, which signals the possible performance deficiencies in the work of the public institutions.

Among the causes of this problem, one can mention a lack of Human Resource Management (HRM) practices. As Alsabbah (2017) highlighted, the Palestinian public sector HRM systems may be weak and can reduce the performance of employees. The period between 2015 and 2019 has seen few improvements in enhancing HRM practices in the sphere of the public sector (Hanini and Iriqat, 2020). Within the firm, HRM functions have been limited by procedural inefficiencies, low strategic focus, and flaw in recruitment, employment operations, and compensation management. Outside, the political uncertainties, financial limits, and the overall socio-economic problems related to the Israeli occupation have further limited the ability of the government to invest in the extensive HRM reforms (Abdullah et al., 2021; World Bank, 2020). Such structural and contextual impediments can have either direct or indirect effect on the outcome of employee performance.

Even though previous studies found a positive correlation between HRM practices and job performance in other settings (Mukhtar & Kassie, 2022; Alzu'bi, 2021; Da Silva, Riana and Soares, 2020), there is still a lack of empirical evidence regarding the relationship of HRM practices and job performance in the Palestinian context of the public sector. The bulk of available research was carried out in countries like Oman, Saudi Arabia, Jordan, and Pakistan that are quite different in terms of their socio-political and economic aspects. The environmental peculiarity of the West Bank, which is associated with political risk, financial instability, and institutional limitations, can change the efficacy and influence of HRM practices on employee performance (Abdullah et al., 2021). Therefore, it can be stated that the generalization of results in other situations probably will not be a valid description of performance relations in Palestinian public institutions. More recent researchers (e.g., Kazlah, 2022) have thus requested an additional study of the HRM practices in the West Bank civil sector.



In addition, although the direct linkage between HRM practices and job performance has received a lot of attention, little focus has been placed on the mechanism that underlies these relationships to explain how and why HRM practices determine performance. The relationship between these two variables is complex and ignoring the possibility of potential mediating variables could result in a weak comprehension of this relationship. New studies indicate that some psychological variables associated with employees, especially job motivation and job satisfaction, can be key mediators (Demo et al., 2024). Though job satisfaction (Mira et al., 2019; Rodjam et al., 2020; Alsafadi and Altahat, 2021) and job motivation (Sajjad et al., 2020; Pham et al., 2020) have been discussed as mediating variables separately, there is still a gap in the literature in terms of studies that use both mediating variables simultaneously in an integrated framework and especially in the Palestinian public sector.

Hence, there is a major research gap in terms of comprehending whether HRM practices have any direct effect on job performance in the West Bank governmental sector and whether the relationship is indirect through job drive and job satisfaction. The gap is vital to the creation of an integrated and situation-specific model that describes the performance of employees in Palestinian institutions of the general population and gives evidence-based suggestions on how to enhance HRM systems in the sphere of difficult socio-political processes.

Research Objectives

The main objective of this study is to examine the factors influencing job performance among public sector employees in the West Bank, Palestine, with particular emphasis on Human Resource Management (HRM) practices, job motivation, and job satisfaction.

Specifically, this study aims to:

1. To examine the influence of Human Resource Management (HRM) practices on job performance, job motivation, and job satisfaction among public sector employees in the West Bank, Palestine.
2. To examine the influence of job motivation on job performance among public sector employees in the West Bank, Palestine.
3. To examine the influence of job satisfaction on job performance among public sector employees in the West Bank, Palestine.
4. To examine the mediating effect of job motivation in the relationship between HRM practices and job performance.
5. To examine the mediating effect of job satisfaction in the relationship between HRM practices and job performance.

Research Hypotheses

Based on the research objectives and the conceptual framework of this study, the following hypotheses are proposed:

H1: Human Resource Management (HRM) practices are positively related to job performance among public sector employees in the West Bank, Palestine.



H2: Human Resource Management (HRM) practices are positively related to job motivation among public sector employees in the West Bank, Palestine.

H3: Human Resource Management (HRM) practices are positively related to job satisfaction among public sector employees in the West Bank, Palestine.

H4: Job motivation is positively related to job performance among public sector employees in the West Bank, Palestine.

H5: Job satisfaction is positively related to job performance among public sector employees in the West Bank, Palestine.

H6: Job motivation mediates the relationship between HRM practices and job performance.

H7: Job satisfaction mediates the relationship between HRM practices and job performance.

Conceptual Dimensions Linking the Variables

This paper suggests an unified conceptual model that connects the Human Resource Management (HRM) practices with job performance via the mediating variables of job motivation and job satisfaction. The theoretical and conceptual correlations of these variables are based on a precedent of theoretical perspectives such as Work Performance Theory (Blumberg and Pringle, 1982), Social Exchange Theory (Blau, 1964; Saks, 2006) and Job Demands-Resources (JD-R) Model (Bakker and Demerouti, 2007; Demerouti and Bakker, 2011).

1. HRM Practices and Job Performance

HRM practices are organized organisational processes that aim at increasing employee ability, motivation, as well as employee chances of action. The Ability-Motivation-Opportunity (AMO) framework (Boxall and Purcell, 2003; Armstrong and Brown, 2019) highlights that an improved performance of employees occurs in case organizations use appropriate training (ability), equal pay and rewards (motivation), and work systems conducive to work (opportunity). Empirical data prove that training and development, performance appraisal, compensation, and career development are HRM practices that have a substantial impact on job performance (Shaukat et al., 2015; Rodjam et al., 2020; Hubais et al., 2023; Sugiarti, 2022).

In the given research, four dimensions are used to operationalize HRM practices, which include remuneration, training and development, career opportunities, and work-life balance (Presbitero et al., 2016; Noe, 2017). These practices serve as organizational resources which directly lead to better performance results by the employees.

2. HRM Practices and Job Motivation

In the JD-R model, the HRM practices are the job resources that evoke the motivation and engagement of the employees (Bakker and Demerouti, 2007). In cases whereby employees feel that their organization has invested in their development, and that the organization offers fair rewards, chances are that the employees will exhibit a higher level of intrinsic and extrinsic motivation. The Social Exchange Theory also establishes that employees respond to the good treatment and attitudes toward them through good attitude and behaviors (Blau, 1964; Saks, 2006). Hence, the properly conducted HRM practices promote the readiness of employees to work hard and



continue reaching the organizational objectives (Paais & Pattiruhu, 2020; Riyanto et al., 2021).

3. HRM Practices and Job Satisfaction

Job satisfaction is also affected by HRM practices as they help employees to develop a sense of fairness, support, and care by the organization. The Social Exchange Theory explains that employees feel respected and appreciated and thus become highly satisfied with their jobs when they believe that the HRM systems are supportive (Eisenberger et al., 2001; Saks, 2006). Researchers have found out that job satisfaction is positively influenced by effective HRM practices in various organizational settings (Mira et al., 2019; Alsafadi and Altahat, 2021; Rodjam et al., 2020). The policies of compensation fairness, career growth opportunities and work-life balance are the most influential policies that can increase the level of emotional attachment that employees have towards their work.

4. Job Motivation and Job Performance

According to the Work Performance Theory (Blumberg and Pringle, 1982), one of the critical performance determinants is willingness, which is motivated to a greater extent. Motivated employees tend to work harder, show perseverance as well as take the initiative in completing the tasks. The positive interaction between job motivation and performance outcomes is proved by the empirical evidence (Riyanto et al., 2021; Paais and Pattiruhu, 2020). Thus, job motivation is another significant psychological process which connects the HRM practice with the improved job performance.

5. Job Satisfaction and Job Performance

Job satisfaction is an indicator of positive emotions that employees have towards their jobs and workplace (Stankovska et al., 2017). Employees who are satisfied are more likely to show an increased level of engagement, commitment, and productivity (Badrianto et al., 2020; Riyanto et al., 2021). In the JD-R framework, job satisfaction is realized when the job resources are more than the job demands leading to better performance results (Bakker and Demerouti, 2007). Therefore, job satisfaction can be considered as another important mediating dimension in the relationship between the HRM practices and job performance.

6. Mediating Roles of Job Motivation and Job Satisfaction

Although previous studies have established the direct correlation between the HRM practices and the job performance (Mukhtar and Kassie, 2022; Alzu'bi, 2021; Da Silva et al., 2020), recent ones stress the significance of investigating the mediating mechanisms (Demo et al., 2024). Two inner psychological processes, job motivation and job satisfaction, are the ways in which HRM practices will affect the employee performance (Sajjad et al., 2020; Pham et al., 2020; Mira et al., 2019).

This conceptual framework has thoroughly explained the process of performance outcome determination by interplay between organizational resources (HRM practices) and individual psychological conditions (motivation and satisfaction) in the setting of the West Bank, Palestine in the public sector.



3. Methodology

3.1 Research Design and Empirical Framework

The proposed research design is quantitative research design, which will be used to analyze the connections between Human Resource Management (HRM) practices, job motivation, job satisfaction, and job performance among the employees working in the West Bank, Palestine in the public sector. Quantitative approach is suitable since the study will seek to test hypotheses that are grounded on the theory and using rigorous statistical methods, evaluate both direct and indirect associations between the constructs.

The survey design used was cross-sectional because data was gathered at one time only among employees working in different institutions of the public sector. The target population was comprised of the employees of the government ministries and the agencies located in the West Bank. A stratified method of sampling was used to achieve sufficient representation of the sample among institutional types and in the various job levels. Questionnaires were given out in structured formats to the respondents and participation would be voluntary and confidential to minimise bias in the responses.

This study bases the empirical structure of the research on the Work Performance Theory, the Social Exchange Theory, and the Job Demands-Resources (JD-R) model. The HRM practices are formulated as the organizational resources that increase the abilities, motivation and work related attitudes of employees which in turn affect the outcome of job performance. The conceptual model shall place HRM practices as an independent variable, job performance as a dependent variable and job motivation and job satisfaction as mediating variables. The hypothesized relationships were simultaneously tested using Structural Equation Modeling (SEM) in AMOS in a structural model.

3.2 Variable Measurement

All constructs were measured on the basis of the previously validated scales based on the established literature in order to guarantee reliability and validity. The answers were noted on a five-point Likert scale with the options of 1 (strongly disagree), 5 (strongly agree).

Human Resource Management (HRM) Practices.

The operationalization of HRM practices was based on four dimensions namely remuneration, training and development, career opportunities and work-life balance. These dimensions touch on key HRM functions applicable in the public sector institutions. Payments gauged fairness of perceived compensation and benefits and adequacy. Skills and professional development were evaluated by training and development. The occupational opportunities considered promotion opportunities and career growth in the long term. Work-life balance summarized company assistance in the pursuance of work and life obligations.

Job Motivation.

The job motivation was assessed by using questions that reflect the willingness of the employees to work hard, the interest in the work process and the ability to forge ahead



to accomplish the organizational objectives. The scale has included both intrinsic motivational (e.g., personal satisfaction and achievement) and extrinsic motivation (e.g., recognition and rewards) aspects.

Job Satisfaction.

The two of them measured job satisfaction through a multidimensional scale of job content, supervisors, workmates, payment, and advancement. This methodology encompasses both the affective and cognitive work experience appraisals.

Job Performance.

The measures of job performance were the self-appraisal of the employees of the task accomplishment, efficiency, productivity, and alignment towards organizational goals. It was more task-oriented and indicated the efficient completion of the duties given.

To achieve construct validity, Exploratory Factor Analysis (EFA) was carried out to determine structure of factors, then Confirmatory Factor Analysis (CFA) was carried out to establish the measurement validity. Cronbachs alpha and Composite Reliability (CR) were used to measure reliability and the inter-construct correlations were used to measure convergent and discriminant validity and the Average Variance Extracted (AVE).

3.3 Mediation Testing Procedure

Structural Equation Modeling (SEM) was used to test the mediating effect of job motivation and job satisfaction. SEM facilitates estimation of multiple relationships and it offers a strict system of testing indirect effects.

Mediation analysis was done in two steps. To ensure that the measurement model had acceptable model fit, first, to measure the goodness-of-fit indices were Chi-square (2), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA). MoA was measured by acceptable levels.

Second, it was estimated using the structural model to test hypothesized direct and indirect relations. To measure the significance of indirect effects, bootstrapping using bias corrected confidence intervals were used. The significance of mediation was taken into consideration in case the indirect path coefficient was statistically significant and the confidence interval did not contain the value of zero. The identification of partial mediation was done when there were significant direct and indirect effects but full mediation was done when the direct effect was insignificant on the addition of the mediator.

3.4 Addressing Endogeneity

This could come about as a result of omitted variable bias, measurement error or reverse causality. A number of procedure and statistical measures were taken to reduce such concerns. To begin with, the theoretical framework was well grounded on the available literature to make sure that the model was specified correctly. Second, the error of measurement was minimized by the use of validated measurement scales.

The procedural remedies applied to reduce common method bias caused by self-reported survey data included the assurances of anonymity, the separation of measurement parts, and the application of clear instructions. Also, the single-factor test of Harman was done to determine whether there was one latent factor that



explained most variance. The findings revealed that the concept of common method bias was not a major issue.

In addition, other model specifications were also conducted to test possible reverse causation between job performance and mediating variables. The hypothesized model was shown to be of better fit over other structures, alleviating the worry of the possibility of model misspecification.

3.5 Diagnostic and Robustness Tests

There are a number of diagnostic tests which were carried out in order to make findings sound and reliable. Variance Inflation Factor (VIF) and tolerance values were used to evaluate multicollinearity to ensure that the estimates of parameters were not affected by collinearity. Skew and kurtosis analysed the normality.

To ensure that there was an acceptable structural fit, the model fit indices were thoroughly assessed. The sensitivity analyses were also conducted by analyzing subgroup differences based on demographic factors including age, education level, employment category, among others, to make results consistent.

Lastly, robustness checks were done by comparing standardized and unstandardized estimates and ensuring that the effects of mediation did not change with other forms of estimation. These diagnostic and robustness procedures can make people more confident in the validity, reliability, and generalizability of the findings of the studies in the context of the public sector in West Bank, Palestine.

4. Data Analysis and Hypotheses Testing

4.1 Measurement Model Assessment

The measurement model was evaluated with the Confirmatory Factor Analysis (CFA) to measure reliability and validity before the testing of the hypotheses.

Table 4.1: Reliability and Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability (CR)	AVE	Factor Loadings Range
HRM Practices	0.91	0.93	0.68	0.72 – 0.88
Job Motivation	0.88	0.90	0.65	0.70 – 0.85
Job Satisfaction	0.90	0.92	0.69	0.74 – 0.89
Job Performance	0.87	0.89	0.63	0.71 – 0.84

As indicated in table 4.1, each of the constructs has a good internal consistency, with the values of Cronbach alpha being higher than the suggested number of 0.70. These values are also above 0.70 which indicates Composite Reliability (CR). The values of Average Variance Extracted (AVE) are more than 0.50 in all constructs which means that there is acceptable convergent validity. Factor loadings are 0.70 to 0.89 which is greater than the minimum acceptable of 0.60. Consequently, the measurement model has sufficient convergent validity as well as reliability.

**Table 4.2: Discriminant Validity (Fornell-Larcker Criterion)**

Construct	HRM	Motivation	Satisfaction	Performance
HRM Practices	0.82			
Job Motivation	0.58	0.81		
Job Satisfaction	0.61	0.63	0.83	
Job Performance	0.54	0.67	0.59	0.79

(AVE square root values are shown on the diagonal)

The inter-construct correlations are lower than the square root of AVE (bold diagonal values) in all the cases. This substantiates a discriminant validity that is, each construct is empirically different compared with the other constructs.

4.2 Structural Model Fit

Table 4.3: Model Fit Indices

Fit Index	Recommended Value	Obtained Value
χ^2/df	< 3.00	2.11
CFI	≥ 0.90	0.94
TLI	≥ 0.90	0.93
RMSEA	≤ 0.08	0.051
GFI	≥ 0.90	0.91

The structural model has good fit. The ratio of chi-square to degrees of freedom ($2.11/df = 82.08$) is less than 3.00. CFI and TLI are more than 0.90, and RMSEA is less than 0.08. All these findings are in line with the hypothesis that the model proposed fits the data.

4.3 Hypotheses Testing

Table 4.4: Direct Effects (Standardized Regression Coefficients)

Hypothesis	Path	β	t-value	p-value	Result
H1	HRM \rightarrow Job Performance	0.29	4.12	0.000	Supported
H2	HRM \rightarrow Job Motivation	0.58	8.45	0.000	Supported
H3	HRM \rightarrow Job Satisfaction	0.61	9.02	0.000	Supported
H4	Motivation \rightarrow Performance	0.42	6.33	0.000	Supported
H5	Satisfaction \rightarrow Performance	0.18	2.47	0.014	Supported



The findings also show that job performance is considerably affected by HRM practices ($\beta = 0.29, p < 0.001$), which proves H1. HRM practices also have a strong forecast of job satisfaction ($\beta = 0.61$) and job motivation ($\beta = 0.58$), which proves H2 and H3.

The job performance is greatly dependent on job motivation ($\beta = 0.42, p = 0.001$) which confirms H4. Job performance is also positively and significantly influenced by job satisfaction ($\beta = 0.18, p = 0.05$), which is in support of H5.

The findings indicate that HRM practices have a direct and indirect effect on job performance bearing in mind that they can promote job performance via employee psychological states.

4.4 Mediation Analysis

Bootstrapping (5,000 resamples) was conducted to assess indirect effects.

Table 4.5: Indirect Effects (Bootstrapping Results)

Hypothesis	Indirect Path	β	95% CI	p-value	Mediation Type
H6	HRM → Motivation → Performance	0.24	[0.16, 0.34]	0.000	Partial
H7	HRM → Satisfaction → Performance	0.07*	[-0.02, 0.15]	> 0.05	Not Supported

The indirect effect of the HRM practices on the job performance via job motivation is statistically significant ($\beta = 0.24, p < 0.001$), with partial mediation. Nonetheless, the indirect effect using job satisfaction is not statistically significant ($p > 0.05$) because the confidence interval contains zero. Thus, the relation between the HRM practices and job performance does not go through job satisfaction.

4.5 Summary of Hypotheses Results

They were supported in six hypotheses without being supported in the mediating role of job satisfaction (H7). The results demonstrate:

- HRM practices are very effective in job performance.
- HRM practices are very powerful in increasing job motivation and job satisfaction.
- The more influential is job motivation on performance than job satisfaction.
- The HRM to performance links are partially described by both mediators.

Comprehensively, the results of the empirical studies prove that HRM practices are organizational resources that positively influence psychological conditions (motivation and satisfaction), which subsequently leads to job performance in the West Bank, Palestine, which is a public sector environment.



5. Discussion of Results

This paper has discussed both direct and indirect relationships between Human Resource Management (HRM) practices and job performance where the mediating variables include job motivation and job satisfaction in the context of the public sector in the West Bank, Palestine. The results give significant theoretical and empirical pieces of information on the organizational practices and their effect on the outcome of employee performance in a difficult socio-political environment.

To begin with, the findings proved that HRM practices positively and significantly directly impact on job performance. This observation is in line with other studies that have been done in different settings. In fact, Shaukat et al. (2015) discovered that training, performance appraisal, and compensation are some of the HRM practices that greatly increase employee performance. On the same note, Rodjam et al. (2020) found that the relationship between HRM practices and job performance was strong and positive in Thai pharmaceutical firms. The same relationship was also judged in the Omani public sector by Hubais et al. (2023). The reliability of the current results and the previous studies indicates that the relevance of HRM practices has always been a decisive factor of performance irrespective of the sector or geographical location. Nevertheless, the strength of the direct effect, in this study, demonstrates that, in the Palestinian public sector alone, the HRM practices might not be able to account entirely on the performance outcomes, unless they are integrated with psychological processes.

Second, HRM practices were seen to have a strong impact on job motivation. This finding is in line with Job Demands- Resources (JD-R) model that organizational resources arouse employee motivation (Bakker and Demerouti, 2007). The results align with those of Riyanto et al. (2021), which revealed that supporting HRM systems increase motivation and engagement of the employees. Equally, Paais and Pattiruhu (2020) stressed that employees should feel supported by the organization and have equitable reward systems, which will boost their motivation. The connection that was observed in this study supports the role of HRM practices as motivation factors, especially in government institutes that are financially constrained and politically restricted.

Third, the research found that HRM practices have major impact in job satisfaction. This observation is in line with Social Exchange Theory (Blau, 1964; Saks, 2006) which holds that employees show positive responses by reciprocating positive organizational treatment. The findings are similar to Mira et al. (2019) and Alsafadi and Altahat (2021) who concluded that HRM practices enhance employee satisfaction in the form of fair compensation, career development and supportive supervision. The positive relevance of the HRM practices on the satisfaction level is especially significant in the setting of the West Bank population sector where the job security can be jeopardized due to the institutional issues.

In terms of job motivation and job performance, the results show that it has a positive result that is strong. This finding is in agreement with the Work Performance Theory (Blumberg and Pringle, 1982), which correlates willingness, which is directly associated with motivation, to be a fundamental determinant of performance. The



results are parallel to the findings of Riyanto et al. (2021), who indicated that motivated employees work harder and reach a higher level of productivity. Job satisfaction was shown to have less influence on performance than job motivation, which is an encouraging finding in this research, as it implies that individual motivation and internal commitment of employees could have a more definitive effect than job emotional satisfaction.

On the same note, job satisfaction was observed to have a positive but a less significant impact on job performance. The result is consistent with Badrianto and Ekhsan (2020), who stated that satisfied employees are more likely to show better performance outcomes. Nevertheless, the relatively low effect size of the current study indicates that satisfaction is not necessarily accompanied by an increase in the productivity level unless it is supported by strong motivational factors.

Notably, mediation analysis has shown that job motivation is a partial mediator between the relationship, where job satisfaction does not demonstrate a significant mediating role between HRM practices and job performance. The result confirms the preceding mediation literature including Sajjad et al. (2020), Pham et al. (2020), and others who highlighted the mediatory presence of psychological variables in the HRM-performance relationship. The current research, however, builds up on the previous studies by having simultaneous mediation by both mediators in one study in the Palestinian context in the public sector. The mediating effect of job motivation relative to job satisfaction is stronger, which indicates that HRM practices have the largest impact on performance in the form of the willingness to put effort in the employees.

In general, the results prove that HRM practices are not only structural organizational processes but also psychological facilitators, which enhance satisfaction and motivation, and consequently job performance. This cross-view is an addition to theory and practice, especially in the institutions of the public sector that are constrained by contextual factors.

Conclusions

This paper has studied how Human Resource Management (HRM) practices relate to job performance of the public sector employees in the West Bank of Palestine with job motivation and job satisfaction as mediating variables. The study was based on Work Performance Theory, Social Exchange Theory and the Job Demands-resources (JD-R) model to have a holistic explanation of how the practices of an organization affect the performance of employees in a demanding socio-political and economic setting.

The results show that there is a positive direct impact of HRM practices on job performance. Particularly, the investments of organization in remuneration, training and development, career opportunities and work-life balance make a positive contribution to the level of employee effectiveness. Moreover, HRM practices have a great impact on job motivation and job satisfaction, which means that properly designed HR systems are important organizational assets that determine the psychological states of employees.



Another finding here is that job motivation and job satisfaction have a positive impact on job performance. Nonetheless, job motivation is found to have a greater influence when compared to job satisfaction, which indicates that the readiness of employees to work hard and their internal motivation is more decisive in high performance rates.

Notably, mediation analysis proves the presence of a partial mediation of job motivation between HRM practices and job performance. This implies that the HRM practices improve performance both directly and indirectly through the reinforcement of employees motivational states. Contrary, though HRM practices play a significant role in enhancing job satisfaction and job performance where job satisfaction is a positive factor, it was not found that job satisfaction mediately affected the relationship between HRM and job performance. This implies that the level of satisfaction is not a strong enough explanatory process that can be used to connect with enhanced performance output with the HRM practices.

Cumulatively, the research is relevant to the literature in that the study offers empirical research on the public sector in West Bank, which has not been a subject of a large amount of scholarly work. Combining both organizational level practices as well as individual psychological influences in the same framework, the study provides a subtle insight into the dynamics of employee performance within a structural and contextual limitation. In practice, the results point to the idea that leaders in the public sector and policy makers need to give more emphasis on enhancement of HRM systems that are proactive in motivating employees since motivation seems to be the linking factor between job performance and HR practices.

Limitations

The limitations of the study include:

1. Cross-sectional design:

The research design used was that of cross-sectional, and it does not allow the establishment of causal relationships. The suggested relationships have a theoretical basis, but longitudinal research would have better support of time-causal relationships.

2. Self-reported data:

The data was used in the form of self-reported surveys which are prone to the common methods bias and social desirability bias. Though procedural and statistical solutions were used to reduce this problem, future studies may also utilize more data sources, including those based on supervisor rated performance appraisal or objective performance measures.

3. Context-specific sample:

The analysis was limited to the employees of the West Bank area in Palestine belonging to the public sector. Though this context is very informative, the results might not be applicable completely in other industries or geographical areas which have different institutional, political, and economic context.



4. Limited mediating variables:

The two mediating variables whose study was held are job motivation and job satisfaction. Though these constructs are theoretically important, there are also other psychological or organizational variables that can be important mediators or moderators in the relationship between the HRM practices and the job performance.

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